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**Local Government Support
Project in Moldova**

Year III Annual Report

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Year III Annual Report

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ACRONYMS

AEE	National Agency for Energy Efficiency
CALM	Congress of Local Authorities from Moldova
COP	Chief of Party
COR	Contracting Officer's Representative
CSO	Civil Society Organizations
DCOP	Deputy Chief of Party
DPF	Direct Procurement Fund
EBRD	European Bank for Reconstruction and Development
EE	Energy Efficiency
EEA	Energy Efficiency Advisor
EEM	Energy Efficiency Manager
EMM	Excellence in Municipal Management
EU	European Union
GIZ	German Agency for International Cooperation
GoM	Government of Moldova
HRM	Human Resource Management
IDU	Institute for Urban Development
IER	Intermediate Expected Result
IMC	Inter-Municipal Cooperation
IOF	Incentives and Opportunities Fund

ISC	Information and Service Center
LEEAP	Local Energy Efficiency Action Plan
LEEP	Local Energy Efficiency Plan
LGRP	Local Government Reform Project
LGSP	Local Government Support Project in Moldova
LPA	Local Public Authorities
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MoF	Ministry of Finance
MPI	Municipal Performance Index
NEEAP	National Energy Efficiency Action Plan
NGO	Non-Governmental Organization
PMEP	Performance Monitoring and Evaluation Plan
PMU	Project Management Unit
PPP	Public Private Partnership
PSI	Primary Selection Index
SIDA	Swedish International Development Cooperation Agency
SEDS	Socio-Economic Development Strategy
SOW	Scope of Work
UNDP	United Nations Development Program
USAID	U.S. Agency for International Development
VAT	Value Added Tax

Section 1: OVERVIEW

Executive Summary

In the third year of implementation of the Local Government Support Project in Moldova, **319 Local Government elected officials and staff (of which 141 were women and 178 were men) successfully completed the Excellence in Municipal Management (EMM) program** as scheduled. EMM certification demonstrated that participants have improved their capacity in public service delivery and financial management, revenue enhancement, budget practices and asset management, urban planning, and energy efficiency as a result of 9 specialized training sessions.

Upon request of the Moldova State Chancellery and Ministry of Finance, 3 training sessions in addition to the EMM program were provided on the proposed new local public finance system and budget preparation for the 2014 budget year for **119 personnel** from **3 pilot raions (Basarabeasca, Ocnita, Riscani)**. The State Chancellery later requested assistance in training all remaining raions, but LGSP was prohibited from assisting.

To enhance capacity building efforts, LGSP organized a successful **Study Visit to Romania**. The aim of the study visit was to expose the participants (Cohort 2 mayors) to successful decentralization implementation in Romania, and to learn from best practitioners there. Examples were chosen to relate to Moldovan priorities, including budget, tax administration, asset management, comprehensive planning, and provision of water, sewer, and solid waste services through an inter-municipal cooperation agreement.

The development, dissemination and discussion of the **Municipal Performance Index (MPI) for the Cohort 2 partner (20) towns has been completed**. More than 5,000 citizens, 265 elected officials, and public servants were interviewed during this activity. The MPI results reflected in the reports will be used for the development of strategic development documents and annual mayoralty working plans.

As a result of LGSP interventions, Cohort 1 partner towns **developed or updated twelve socio-economic development strategies**. Also, the strategic planning process for Cohort 2 towns was launched. Activities included launch of the process at the national and local level, at the local level, sectorial working groups, and focus groups on branding with a wide participation of different stakeholders (youth, NGOs, representatives of educational and social institutions, local businesses, town hall staff, local councilors, etc.).

LGSP **completed the comprehensive diagnostic analyses** of municipal providers in 11 towns of the Cohort 1, and developed service improvement plans for each of them.

Increasing transparency and accountability at the local level through better participation of citizens in local government activities is provided through training and technical assistance. LGSP provided technical assistance to partner towns in identifying and implementing instruments for increased transparency at the local level. Communication regulations were developed, and individual coaching sessions on communications provided, such as using modern online communication tools, setting up the official Facebook pages of the mayoralties, and highlighting relevant information to be placed on official websites.

As a result of **LGSP technical assistance on asset management**, partner towns performed the inventory and assessment of municipal assets. Several towns (Floresti, Singerei, Taraclia, Orhei) obtained **significant revenues for the local budget** as result of sale/rent of previously unused municipal assets.

In the field of energy efficiency, LGSP **completed the development of 11 LEEPs and LEEAPs** for Cohort 1 partner towns.

LGSP has produced a change in attitude towards gender at the local level. During gender presentations in the partner towns, mayors and town hall staff mentioned they have started to visualize inclusion and gender differently. They have come to understand the importance of having a gender analysis and perspective on local policies and local decision making.

Project Background

USAID/Moldova created and funded the four-year, \$12.5 million LGSP to assist Moldovan local governments to design and implement policies and procedures that contribute to good governance, develop capacity to meet decentralized authorities and responsibilities for services in a transparent manner, and provide basic services that engender growth of local economies and make services more cost effective and efficient.

The LGSP mission is to: ***“Improve the lives of people in Moldova through strengthening local governments by mentoring, supporting, and increasing quality and access to public services.”***

LGSP has three interrelated components:

1. **Improve municipal service delivery, including planning, service management and service quality and quantity.** The project assists towns in strategic action

planning that supports infrastructure improvements and the extension of more effective and efficient service delivery.

2. **Increase revenues available to local governments and improvements in financial management practices.** The project contributes to strengthening municipal financial management capacities and optimizing municipal revenue generation potential.
3. **Assist with the development and implementation of local energy efficiency plans and practices and support management of municipal energy efficiency projects.** The project is assisting municipalities in the development of local energy efficiency plans, analyzing the feasibility of energy efficiency projects, and the realization of energy efficiency gains.

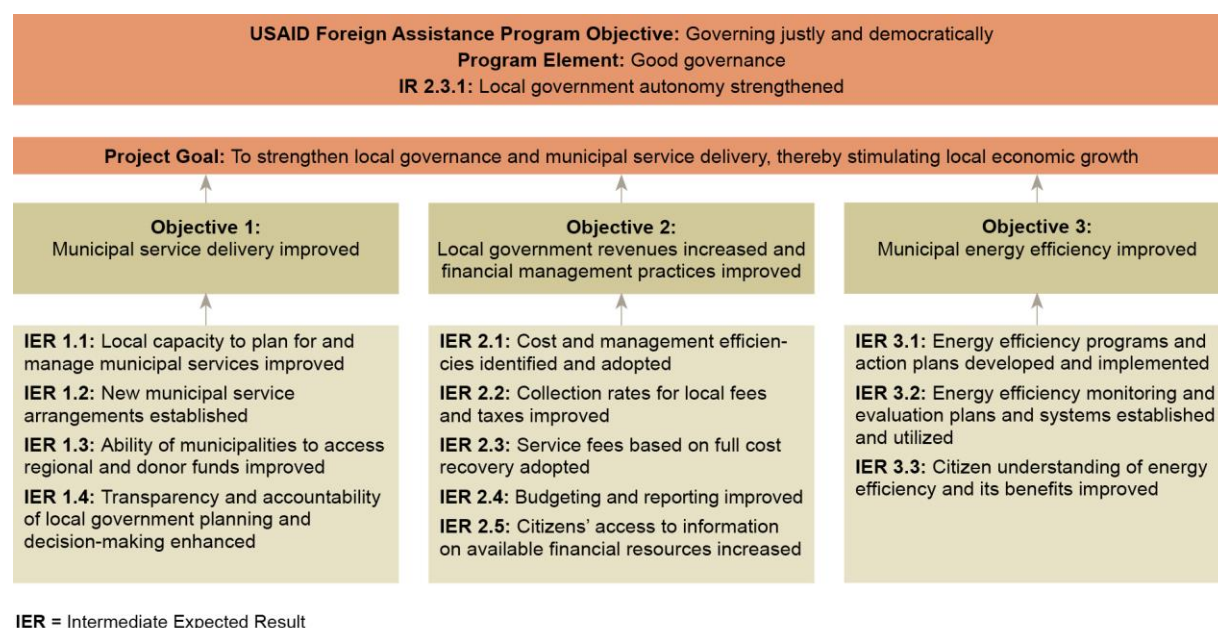
To measure and promote municipal improvement, LGSP has developed a Municipal Performance Index (MPI) tool. Through collection of quantitative data and in-depth surveys of citizens and local leaders, the MPI measures municipal performance across LGSP's three components. MPI serves to guide technical assistance delivery, instill competition for improvement, and provide an objective methodology for attribution of LGSP's impact.

LGSP's EMM certification program provides core competency training to towns, followed by tailored, demand-driven technical assistance. EMM is structured to provide towns with practical tools that yield tangible results. EMM graduates are eligible for specific technical assistance/service delivery support under the Incentives and Opportunities Fund (IOF). The IOF is carefully restricted to ensure its effectiveness. The initial MPI and town selection assessment provides insight into how it can be effectively used and the possibility of co-financing with other funding sources in order to stretch the funds available.

In certain situations where there is an urgent and legitimate need identified, LGSP will use a Direct Procurement Fund (DPF) to support partner towns in proposed improvements under each of the project's components through provision of direct procurements of equipment made on behalf of partner towns and municipal enterprises.

Led by USAID's implementing partner and prime contractor, Chemonics International, the LGSP team includes subcontractors VNG International, Encon Services International, IDU, and Magenta Consulting. LGSP also coordinates with donors such as the United Nations Development Program (UNDP), GIZ, Swiss Cooperation Office, EU Delegation, Austrian Development Agency, SlovakAid, PolishAid, World Bank, EBRD, and others.

Results Framework



Municipal Performance Index (MPI)

In accordance with the Year 3 work plan, LGSP, in partnership with the subcontracting companies Magenta Consulting and IDU, completed the production of the ***Municipal Performance Index for the Cohort 2 partner towns.*** More than 5,000 citizens and 265 elected officials and public servants were interviewed during this activity. The MPI results reflected in the reports are used for the development of strategic development documents and annual mayoralty working plans.

MPI assessed four sectors that are of utmost importance for local government: (1) capacity to organize, operate, and provide administrative services; (2) financial, public property, and external funding project management; (3) legality and transparency of activities and networking capacity; and (4) public services management. LGSP provided valuable recommendations for each of these sectors, such as to:

- Develop and implement mechanisms/written procedures for updating the towns' Socio-Economic Development Strategies;
- Set up institutional frameworks for monitoring and assessing urban development plans;
- Enhance the accessibility of information on procedures for processing acts and documents issued by the local governments;

- Improve the operation of tax collectors, expand their areas of competence and responsibility, and improve the mechanisms of monitoring income collection; and
- Use public hearings and debates focusing on the management of public funds on a larger scale.

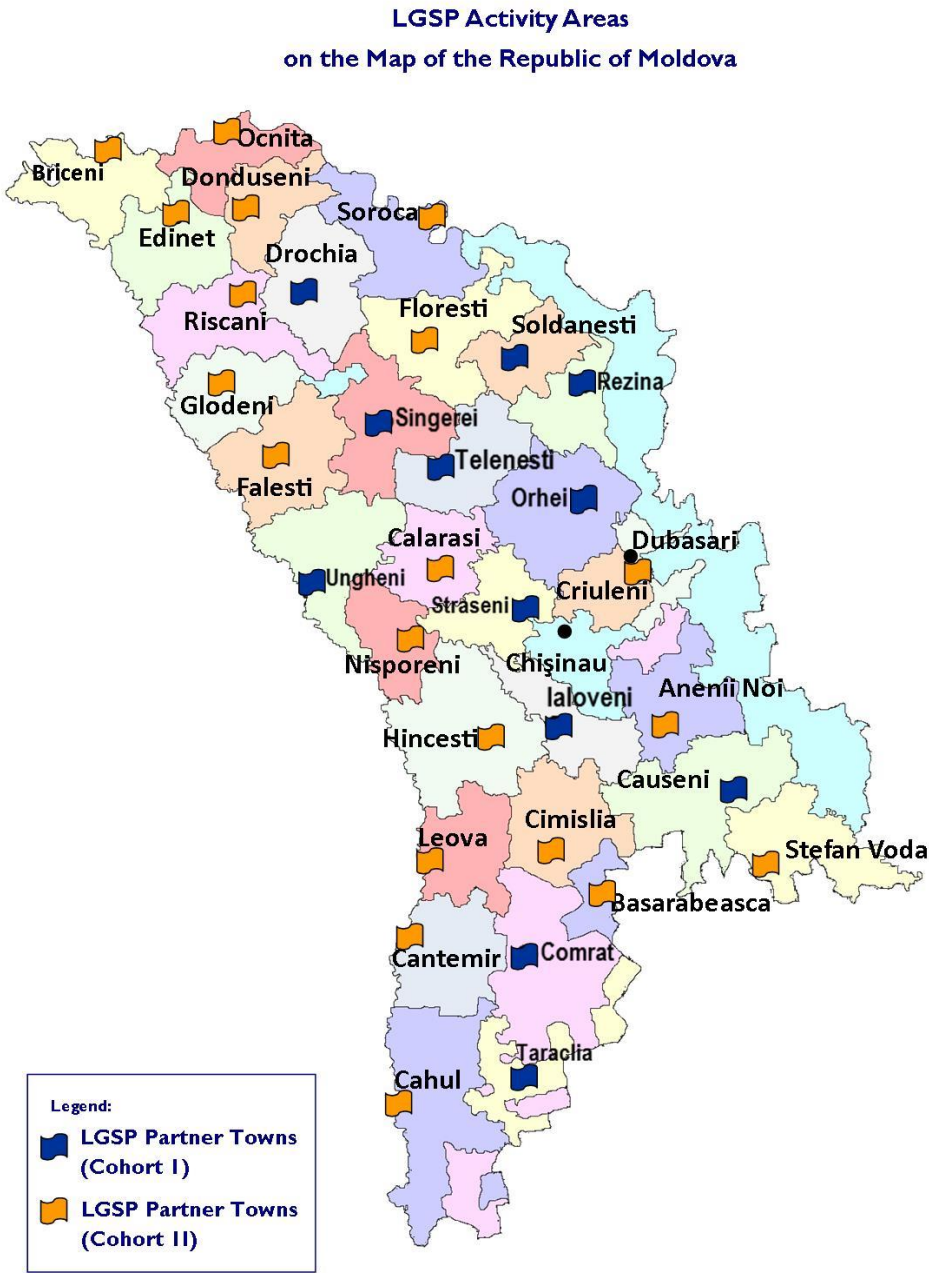
As a result of the MPI, several towns have requested specific technical assistance, particularly in human resource management. In response to this request, LGSP contracted a local consultant who assisted partner towns with job descriptions, personnel regulations, etc. The expert also helped town halls include into their Internal Regulations gender mainstreaming and anti-discrimination provisions. The citizen surveys have been popular with mayors for their ability to identify citizen needs and opinions.

During the presentations of MPI results (including citizen surveys), LGSP has repeatedly encouraged partner towns to use www.actelocale.md as an important tool in ensuring transparency of LPAs.

In addition, three cross-cutting domains were assessed:

1. Ensuring a sustainable development process;
2. Respect for human rights and equal opportunities; and
3. Promotion of energy efficiency policies and use of renewable resources.

Figure.1



Excellence in Municipal Management (EMM)

During the reporting period (October 2013 – September 2014), 15 training sessions utilizing 9 training modules were conducted in accordance with the EMM Program (see *Annex E*). EMM has trained Cohort 2 partner towns to improve service delivery, planning, financial management and energy efficiency, as the authority is provided to them and the means become available.

As a result of EMM training program, **319 Local Government elected officials and staff (including 141 women)** successfully completed these trainings. The training sessions were conducted by international experts in partnership with regional and local expert teams. The training materials were developed and printed for each training module and distributed to all participants *Annex E*. The DVDs containing the electronic versions of the partial handouts as well as the Info Toolkits were handed to them at the end of all nine training modules.

Transfer of knowledge and training materials

The LGSP identified 3 national partners who will contribute to the sustainability of the project – the State Chancellery of Moldova, Congress of Local Authorities from Moldova, and the Academy of Public Administration.

Nr.	Partner	Summary
1.	State Chancellery of Moldova	<ul style="list-style-type: none">- The Framework document, developed in line with the “Memorandum of Understanding between the European Commission and the Republic of Moldova regarding the Comprehensive Institution Building Programme” signed in Chisinau on May 15, 2010, focuses on key reform areas where institutional upgrading and capacity strengthening will have a catalytic effect on the ability of Moldova institutions, as a whole, to meet their commitments under the Association Agreement. It will be complemented by a set of multi-annual Institutional Development Plans, outlining the priorities to be pursued o build up the capacity of specific institutions which are key to meeting the selected reform challenges, the measures to be taken, the input to be provided and the funding sources.- The State Chancellery is responsible for the implementation of the central public administration reform, decentralization reform and policy on the local public administration.- The State Chancellery can issue a disposition on focus areas of capacity building for the local public administration of the RM; such areas can cover the topics provided during the EMM training program. <p>Activities: the LGSP will conduct a series of work meetings with the State Chancellery in order to contribute to the continuity of capacity building of the local public administration.</p>

2.	Congress of Local Authorities from Moldova	<ul style="list-style-type: none"> - One of the activities of CALM is establishment and maintenance of a specialized information, consultation, expertise, monitoring and research center in various fields of public administration, informational support and training for the members of the congress. - The LGSP will provide CALM with a set of training materials used during the EMM training for further use during the capacity building and consultation of the LPA. <p>Activities: the LGSP will transfer the set of materials to CALM and will provide the opportunity to CALM professional staff to participate in the future training programs provided within the LGSP activities.</p>
3.	Academy of Public Administration	<ul style="list-style-type: none"> - One of the major concerns of the Academy is the quality of training, both of master and doctoral degrees, and of civil servants delegated by central and local government bodies. The integration of informational technology in each academic discipline is a constant concern, the administration of the Academy following to modernize the teaching process. Along with teaching, research activity is promoted and supported. Thus, each specialty has a scientific research and publishing plan, participates in national and international conferences or symposia. - The Academy is involved in the elaboration of various documents and the perfection of the legal framework for the public service, the status and ethics of the civil servants. In the process of implementation of the complex reforms in public administration, the teaching and managerial staff of the Academy develops draft laws, concepts and national strategies. Four specialized scientific laboratories have been created and presently activate in order to organize and enhance scientific research in the given field. - Since the foundation of the Academy, more than 4,000 people have become specialists with higher postgraduate, and master degree education. From year to year, the number of civil servants in public authorities who have completed professional training courses expands; currently their number is around 21,000 people. - The Academy can become an invaluable partner in ensuring the continuity of the training of the newly elected LPAs from partner towns and villages, which require/desire continues training. <p>Activities: the LGSP will transfer the training materials to the Academy of Public Administration. In addition the LSGSP plans to organize the TOT/coaching program for the team of the Academy in the topics which are presently not included in the training modules of the Academy. Such TOT can be provided by the VNG.</p>

Through the tailor-made trainings, the EMM program helped in optimizing the utilization of human resources, which further helps administrations achieve organizational goals and helps the employees to attain personal growth. Capacity building in areas of citizen involvement, human resources management, property and asset management, energy efficiency, urban planning, budget practices and revenue enhancement, helped in increasing the job knowledge and skills of civil servants at each level. It helped improve job knowledge and build higher self-confidence in employees.

As the attendees of the EMM trainings were targeted groups of specialists from all Cohort 2 partner towns, the trainings helped in instilling a sense of team work, team spirit and inter-team collaborations. The content of the training programs was such that these programs had a common interest and relevance for attendees and also contributed to strengthening the cooperation between them.

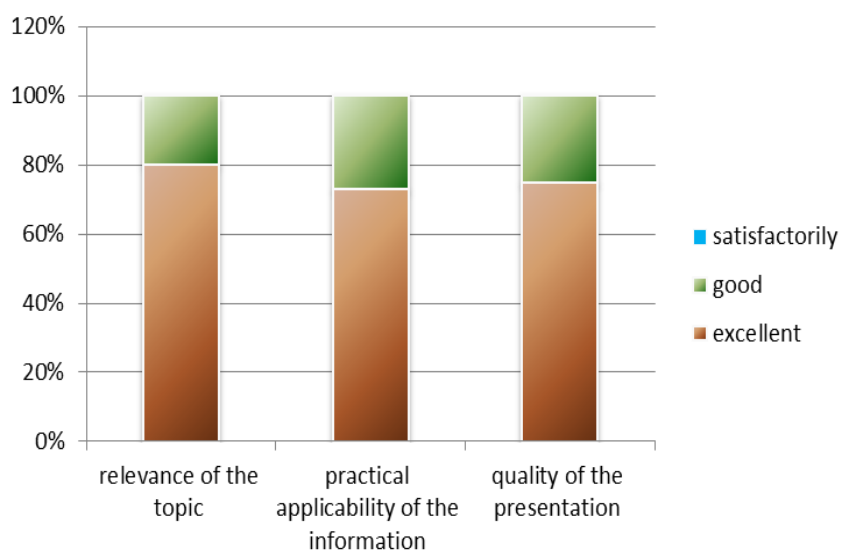
In addition, LGSP is putting a strong emphasis on the establishment of the pool of national, regional, and international experts which will result in an increased value from the training, and from the best practices from countries that have undergone the similar process of decentralization and empowerment of local public administration.

Conclusions and accomplishments of the EMM program:

- All partner towns were certified for successful completion of the Excellence in Municipal Management Program;
- The beneficiaries of the EMM program learned the good practices from local experts, but also gained knowledge from similar experiences in Romania, the Netherlands, Denmark, Bulgaria, Ireland, and the United States;
- The training activities of the EMM program emphasized the need for continuous capacity building programs to improve the capacity of the local government management;
- The beneficiaries of EMM training requested continuous technical assistance to be provided by LGSP in order to improve the municipal services quality and quantity.

Each training module was assessed by participants using evaluation questionnaires targeting four major performance areas: training topics; training methods effectiveness; trainers' competence and abilities; training's logistical and organizational level.

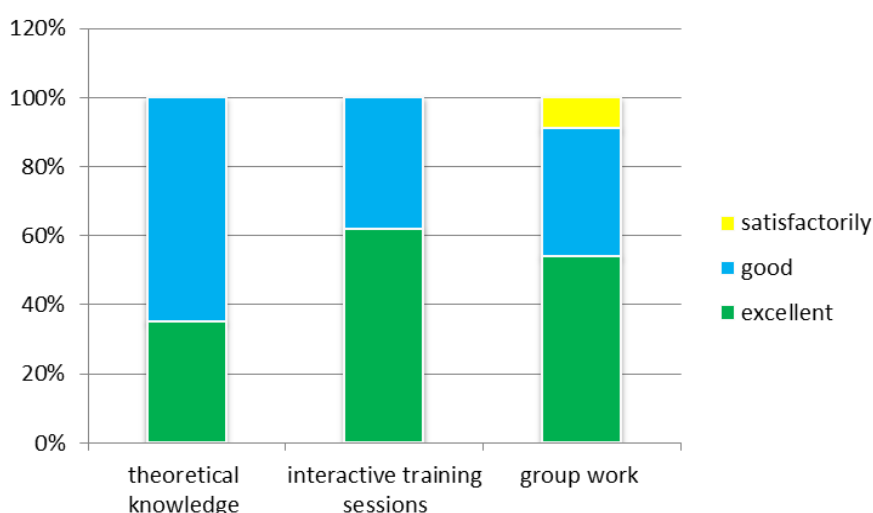
The participants were provided anonymous evaluation forms to provide feedback on the quality of the trainings; the evaluation scale used: 1 (very bad/poor); 2 (bad); 3 (satisfactorily); 4 (good); 5 (excellent). In addition, each evaluation form allowed the participants to write down their recommendations and additional comments with regards to the trainings.



exercises were always of interest for the participants, who have requested such activities to be organized more often.

The majority of the attendees highly appreciated the relevance of the training topics. Participants mentioned that the information presented was novel to them, as well as practical, and helped shape up their strategic actions.

Participants also appreciated both the lectures and the interactive training sessions. Work in groups and practical



Besides their feedback, the attendees shared recommendations for the capacity building:

- To ensure the presence of the mayor and vice-mayor at each training;
- To provide technical assistance on practical issues;
- To present more illustrative materials (pictures, videos) showcasing the reforms, changes, improvements, etc...;
- To organize tailor-made study tours focusing on subjects of importance to the LPAs, such as – HR management, budgeting and finance, waste management, etc.

Forum on Asset Management¹.

On July 31, 2014, LGSP organized a National Forum on Asset Management for mayors/vice-mayors and specialists from Cohort 1&2 partner towns. The aim of the

¹ A full Post-Event Report is available.

Forum was to share knowledge, experience, and expertise of asset management in Taraclia, Ocnita, Soroca, Calarasi, and Orhei. The attendees visited objects managed by the town hall of Taraclia – the kindergarten, town hall, central park, and “Clean Water” pump room. The event showcased innovative presentations, case studies, the latest thinking and future directions for local government infrastructure and asset management.

Co-organized by Taraclia town-hall, the event was the first and biggest national asset management showcase ever held in Moldova. It attracted over 70 professionals from partner towns, governmental institutions, and international organizations. It was the first use of Moldovan LGSP successes as examples for other Moldovan towns.

The event consisted of two work sessions and five site visits. Session I was dedicated to the experience of Taraclia’s LPA in asset management. Session II was dedicated to the presentation of asset management experiences in the decentralization process.

Based on the feedback received from the participants at the Forum, future local study visits will continue the tradition of:

- Quality speakers (from LPAs, Government institutions and international organizations);
- Essential knowledge-sharing and challenges presented;
- Networking and dialogue;
- National perspectives and local practices.

Future topics for Local Study Tours may include:

- Improving the financial sustainability of LPAs;
- Good practice case studies in service planning, energy efficiency, PPP, etc;
- Ensuring sustainability of the programs;
- Ensuring transparency and citizen participation.

Section 2: TECHNICAL ACTIVITIES

Performance Monitoring and Evaluation Plan, Gender Strategy

During the reporting period, the PMEP indicator sheets (*see Annex. J*) were updated in as USAID Moldova adopted several indicators into their reporting system.

All 32 LGSP partner towns [Ind.1] have participated in the EMM Revenue Enhancement training. Many received additional technical assistance, upon their request, on how to increase own source revenues. Service improvement plans also included measures on revenue enhancement as recommendations. Regardless of the extent to which each town succeeded in increasing its own source revenues, all of them have received the U.S. assistance on revenue enhancement.

Improvements [Ind.2] mentioned in the Service Improvement Plans, which will lead to cost savings in services provision, to an improved organizational capacity, and to improved cost recovery [Ind.15] will bring results reportable in Y4. Nevertheless, the indicator No.2 refers also to improved financial management and improved transparency. As a result, 11 municipalities have registered good results in asset management and 26 municipalities (including 6 from Y2) have obtained increased transparency due to their social networks, namely Facebook Pages. In at least 26 towns, other measures that improved transparency have also been undertaken. Among these are informational leaflets on local finances with LPA contact information for the citizens elaborated and distributed in 13 towns. 13 Focus groups, where citizens took active part in their strategic planning process, 1 web-platform for town halls (WebLPA v.1.0 beta version) developed and 32 posters (one for each town) for the promotion of the Town hall Facebook pages.

Accessibility of services [Ind.3] is directly related to the implementation of the SIPs, CISCs opening, equipment purchase and use, which are now in the process of implementation. The results will be quantifiable in Y4.

The number of partner towns where citizen ratings indicate qualitative improvements [Ind.4, Ind.5, USAID 1.3.1.], is based upon the MPI. In year 4 increases are expected in these indicators due to CISC implementation and new equipment investments. The MPI implementation was postponed to Y4 due to several factors. Among them were the coming elections, which lead to efforts by political operators to skew results. Also, the impact of LGSP interventions in the towns is only apparent to citizens in a longer timeframe. Lastly, the costs of conducting an MPI survey are high, and the midterm results would likely be misleading. All these arguments led to the decision to perform two MPI surveys for each cohort town (including a baseline and final result), without mid-term surveys. The final one will be implemented during Y4.

12 strategic plans were created and updated [Ind.6]. Strategies were developed as a whole document for 10 towns. The energy efficiency chapter was added to the existent strategies in the towns of Telenesti and Orhei.

11 integrated Service Improvement Plans [Ind.7] were developed and approved by municipalities.

One town [Ind.8], Taraclia, has started implementation of the PPP project on public transportation. The feasibility study was conducted and results are positive. The study indicates the public is willing to pay 4 lei for transportation compared to the current 3 lei. As a result of the project implementation, the private partner profitability will increase by 20%. Another 6 potential PPP feasible projects were identified during Y3. Implementation results are to be reported in Y4.

Data was collected from towns for the period 2012-2014 in order to observe how the towns leverage own funds for service and infrastructure improvements [Ind.9]. As a result, 21 towns have responded positively, as using own funds to co-finance projects awarded by national funds and/or donors.

126 new feedback instruments [Ind.10] were created and institutionalized in the 32 (100%) town halls. 32 posters for the promotion of the town hall Facebook pages, encouraging citizens to use Facebook in order to communicate with their mayoralty, were printed and distributed throughout the localities. Two street discussion clubs with citizens were organized in Orhei and Singerei, during the celebrations of the local City Day. Citizen feedback about the mayoralty performance was collected, as well as recommendations for the town future development. By organizing focus groups with youth and inclusive groups of citizens, and by assisting towns in organizing public hearings on budget and on other local issues, LGSP has guided towns in creating sustainable transparency and feedback mechanisms in communication with their citizens.

No revenue generation plans [Ind.11] were adopted during 2014, due to USAID's restriction on decentralization based activities. During Year 3, USAID placed on a pending status the activities related to the improvement of collection rates for local fees and taxes. Under this suspension fell the tailored training on Liquidity Management Solutions, aimed at assisting LGSP partner towns in meeting their

Feed-back mechanisms:

14 Internal Communication Regulations approved

20 town halls' official Facebook pages created

32 posters for the promotion of the Town hall Facebook pages

1 Guide for using Facebook in the Local Public Administration, developed and distributed to partner towns

1 practical workshop on using social networks in ensuring LPA transparency, conducted and attended by representatives of more than 21 partner towns

1 Focus group for the development of the LPA web platform conducted

1 web-platform for town halls (*WebLPA v.1.0 beta version*) developed

12 presentations on Transparency and Communication as part of the presentation of MPI presentations

7 towns assisted in conducting Public Hearings on the Social Economic Development Strategy

9 towns were provided the Citizen guide for participating in the Public Hearings

13 Focus groups (on local needs assessment, town brand, and/or youth policies) as part of the strategic planning process

4 town's Informational Bulletins developed

13 Informational Leaflets on local finances with LPA contact information for the citizens

immediate and short-term obligations under the new provisions of the Law on Local Public Finance. To address these challenges, LGSP planned the production of a Guide on Revenue Enhancement at the local level with the assistance of international and local experts. As the restriction expires, based on partner towns' requests, LGSP will provide practical comprehensive technical assistance on Revenue Enhancement. This will enable partner towns to identify appropriate interventions that can immediately improve the liquidity management of financial flows and revenue enhancement in 2015.

Ten asset management plans [Ind.12] were adopted during Year 3. The others are in process of development and/or adoption.

The main own source revenues in towns [Ind.13] were the tax rate for commercial units and/or for social service provision and the tax rate for area development and real estate tax. Additionally, some LPAs introduced a fee on waste disposal for individuals and some towns have increased the property rent. Some towns managed to collect historical debts, and in some others new economic entities appeared.

LGSP calculated an average increase of 11.6% in own revenues generated from local taxes and fees [Ind.13] for Year 3 in all 32 partner towns. Cohort 1 towns registered a bigger increase than expected, totaling 16.65. Major increases were registered in Rezina (95% - *the local taxes collection rate from economic agents doubled*) and in Ungheni, 27%. The rest of the towns either had the same revenues, or smaller in 2014 compared to 2013.

The increase in Cohort 2 towns measured 6.52%, with the major increases being registered in Edinet (52%), Leova (28%), and Floresti (21%). A 6.5% average decrease was observed in Cohort 2, the decreases being registered in Donduseni (21%), Hincesti (9%), Cimislia (6%), and Cantemir (2%). The main reason of own revenues collection decrease was the limited staff available for tax and fees collection.

9 towns from Cohort 1 have increased their local revenues collected from municipal property tax [Ind.14] during Y3 compared to 6 during Y2. Of the 32 partner towns, 20 towns have increased revenues collected from municipal property tax.

In Year 4, presuming that the new National Accounting Standards [Ind.16, Ind.17] will be approved by the Parliament of Moldova, LGSP plans to assist partner towns in meeting the new budget classification and accounting systems requirements.

14 new towns implemented and adopted Internal Communications Regulations [Ind.18] during Y3. Adding the 6 towns that approved them in Y2, they sum up to 20 towns out of 32. The other towns are pending approval, to be reported in Y4.

Of the 11 towns that have prepared and approved Energy Efficiency Programs [Ind.19], 5 have been approved by Mayors' dispositions and 6 have been approved by Local Council Decision.

Two projects [Ind.20] were leveraged from the Energy Efficiency Fund, by the towns of Taraclia and Telenesti. As a result Taraclia received a 2.2 mln MDL grant for its kindergarten (the project total amount is equal to 3.03 mln MDL), with LGSP support in developing the project proposal. The Telenesti kindergarten was awarded 1.16 mln MDL from EEF (with a town hall contribution of 290,000 MDL), having LEEP as a support document in its application. These two kindergartens account for an average number [Ind.22] of 200 direct beneficiaries (children and personnel). The results of implementing the two kindergarten projects will be quantifiable in 2015. So, the Taraclia kindergarten will reduce [Ind.23] 97.3 CO₂ t/year and Telenesti will encounter a 54.9 t/year of CO₂ reduction by end 2015.

1338 person hours [Ind.21] were completed in the technical energy field. These refer to the EMM trainings for the energy managers.

11 towns are now applying the Energy Efficiency monitoring tool [Ind.24], being trained by the LGSP EE specialist. The others will be trained during 2015.

The Ind.25 is subject to the MPI citizen survey. The baseline for cohort 1 regarding citizen awareness with regard to EE = 5.58. For cohort 2 town the average baseline is 4.05. The 32 towns' average baseline is 4.8. During the final MPI, LGSP shall be looking at increases in each town, in order to be counted for the indicator. Increases are expected in all towns, as the EE Campaign took place in all towns.

12 more towns have appointed Gender Focal Persons, totaling 18 towns. A Gender Guide [Ind.26] was developed, and a model gender SOW. These two instruments/procedures have provided useful tools to the gender focal persons at the local level. During Y4 these focal persons shall be trained in accordance with the Gender Guidelines and SoWs will be adjusted to each specific local gender specialist.

During the reporting period, LGSP held M&E sessions during the MPI presentations in the second cohort of towns: Criuleni (*13 participants: 8 women & 5 men*), Calarasi (*16 participants: 8 women & 8 men*), Floresti (*18 participants: 10 women & 8 men*), Nisporeni (*12 participants: 6 women & 6 men*), Briceni (*13 participants: 5 women & 8 men*), and Edinet (*21 participants: 11 women & 10 men*), Soroca (*13 participants: 6 women & 7 men*), Donduseni (*6 participants: 2 women & 4 men*), Ocnita (*9 participants: 5 women & 4 men*), Glodeni (*11 participants: 6 women & 5 men*), Cimislia (*10 participants: 5 women & 5 men*), and Riscani (*7 participants: 5 women & 2 men*).

Being closely linked to the MPI survey findings, the town hall and municipal enterprises' staff realized the importance of self-monitoring and of having specific indicators to measure on a regular basis. An M&E short-term expert SOW was developed and submitted for approval. LGSP will offer a training on M&E along with

panel technical assistance to all towns during Y4. After the targeted trainings and technical assistance, towns will have Local M&E Plans as a sustainable monitoring tool for their institution.

Gender Strategy

During Y3 several significant improvements have been made in the gender area at the local level. Participants recognized and understood the importance of collecting disaggregated data on gender and on using the analyzed data in local decision making. Mayors and town hall staff, showing reluctance to consider gender issues at the beginning of Y3, have gradually started to show an increased sensitivity towards gender mainstreaming. This was the result of the persistency and frequency of exposing them to gender presentations that took place during the Quarterly Mayors Meetings, communication trainings, and presentations in each town separately. The gender lesson included a short cartoon presenting a town hall's vision towards inclusiveness. The cartoon proved itself very useful, as it illustrated theoretical terms, definitions, and examples, making participants visualize gender from a different perspective than they had imagined. Having the mayor and all the staff attending these presentations was important, as this encouraged discussion among colleagues. For the majority of them, the definitions of equity versus equality, as well as exclusion, isolation, integration, and inclusion were new notions. Many found interesting how an improvement decision in one domain or public service can affect one or another group of citizens. Town hall representatives began asking themselves questions like: *“Are we equally addressing men, women and other community groups when organizing public transportation, when writing the kit for emergency situations, when subsidizing small entrepreneurs, when organizing public hearings, etc.”*. Supported by LGSP, follow-up actions in Y4 will focus on gender sensitivity and inclusiveness becoming more and more part of local policies and decision making.

On February 28, 2014, the M&E/Communications and Gender Focal Point participated in the Gender Knowledge Fair, organized by UN Women. At the event, the e-platform www.egalitadedegen.md was launched, which will serve as the basis for launching the Gender Knowledge Gateway of the Republic of Moldova. During the event, LGSP expressed its intent to merge efforts with other donors, such as UNDP, UN Women, NDI, and GIZ to assist LPAs with gender mainstreaming at the local level.

LGSP developed a draft gender guidelines document along with a model SOW for a local gender specialist. The final Gender Policy Guide (after reviewing it with the LGSP short-term gender expert) will be placed on the e-platform mentioned above, will be shared with the partner donors, partner-towns, CALM, and other institutions.

Changing the mindset:

During the M&E and Gender presentation in Edinet in June, the mayor stated: *“I had never seen gender this way. I never really knew what gender is and how important it is to be considered in the local policies.”*

In Y3, LGSP initiated a Gender Group among donors and their sponsored projects to exchange views and discuss gender mainstreaming perspectives and gender integration at the local level. The first meeting took place on November 29, 2013, including representatives from GIZ, NDI, UNDP, CALM, and the State Chancellery. The idea of a SOW concept and a Gender Policy Guide model that would help gender focal persons at the local level was discussed. Despite all attempts and efforts on behalf of LGSP and of UNDP, no follow-up meetings took place. The idea behind the second meeting was to coordinate with the existing efforts at the national level and build over it. Unfortunately, the Ministry of Social Protection has refused to meet with the group. After a short period, four members of the six-member group have left their organizations, so the groups had to be re-started. For Y4 a short-term expert is expected to assist LGSP with gender mainstreaming at the local level. Using the developed Gender Policy Guide and the Model ToR for the Local Gender Specialist, the expert shall hold training for the local gender focal persons (about their role and responsibilities related to gender mainstreaming) and will assist towns in adjusting the ToR to their local needs and possibilities. Only two towns have declared to have part-time position opportunities for a gender specialist in the town hall, the rest have been forced to add the gender responsibilities as a second/third duty on top of another job.

18 gender focal persons were appointed at the local level in the following localities: Soldanesti, Singerei, Drochia, Taraclia, Straseni, Orhei, Telenesti, Soroca, Briceni, Donduseni, Calarasi, Cimislia, Riscani, Glodeni, Floresti, Ocnita, Edinet and Rezina.

In all the trainings, activities, and events organized by LGSP for the towns, LGSP guided the processes so as to teach and promote inclusiveness. For example, LGSP has helped the town hall staff make up the lists of invitees for the focus groups so as to include all community groups.

Gender chapters were part of all documents, guides, manuals, strategies and plans (Local Socio-Economic Development Plans, Service Improvement Plans, Local Energy Efficiency Programs and Plans) developed by LGSP, as well as all the EMM trainings.

Component 1: Improve Municipal Service Delivery

IER 1.1: Improved Local Capacity to Plan and Manage Municipal Services

Municipal service delivery

Improvement of municipal service delivery, including service planning, management, service quality and quantity, is among the main objectives of LGSP. Cohort 1 partner towns have selected one priority service to be improved. Seven towns have selected water supply and sanitation services; two towns have selected waste management, one town selected street lighting, and one selected green space management. LGSP contracted a specialized consulting firm to review the current activity of water supply, sanitation service, and waste management system and prepare a comprehensive diagnostic analysis report that covered administrative, financial, operational and technical aspects of the service providers.

Both water/sanitation and solid waste management services are highly underdeveloped in Moldova. Water/sewer systems built during the Soviet period are obsolete, unmaintained, and, in many towns, inoperative. The diagnostic analysis and service improvement plans revealed systemic problems faced by the municipal utilities (issues covering broad areas: strategic and organizational, operational and technical management, financial management). Among the most important:

Strategic and organizational management	<ul style="list-style-type: none">• Inefficient management of municipal utilities;• Absence of management services contract between municipal operator and local council;• Lack of written methodologies and working procedures defined in each functional subdivisions of the municipal utility; and• Absence of automated processing and information management at the utility level and subdivisions.
Operational and technical management	<ul style="list-style-type: none">• Inefficient management of the assets causing of losses (leakage) in the network;• Insufficient monitoring of water quality, including the lack of a laboratory; and• Obsolete infrastructure (networks, pumping station, solid waste management vehicles).

Financial management	<ul style="list-style-type: none"> • Lack of accounting, billing software (in most of the cases) – evidence done manually (including the metering data where meters are present); • Inefficient asset management; • Limited options for payment of services; and • Lack of investment capacity.
Marketing and public relations	<ul style="list-style-type: none"> • Not all consumers of services have signed contracts (thus, not everyone is paying for the services); • Illegal connections; • Lack of transparency in billing documents and payments; and • Reduced visibility and awareness of users on enterprise activity.

Based on the diagnostic analyses, LGSP developed detailed service improvement plans and implementation schedules based on cost recovery principles and addressing identified financial, institutional, and operational issues to improve performance of the service provider.

LGSP delivered presentations of Service Improvement Plans to the municipal service providers in the 11 towns from Cohort 1. After final reviews and consultations, the plans were submitted for approval to Local Councils.

The Service Improvement Plans indicated numerous areas of urgent interventions, mostly referring to four major components: strategic and organizational management; organizational and technical; financial management; marketing and public relations. Full implementation of Service Improvement Plans will require massive investment. The total budget for service plans implementation (only for 11 towns from Cohort 1) was estimated at **45 million USD**.

The Cohort 2 partner towns also had the option to select one priority service to be improved. Thus, LGSP contracted two specialized consulting firms to perform the Diagnostic Analyses of the Municipal Enterprises and develop Service Improvement Plans for water and sanitation services in 11 towns, solid waste management for 8 partner towns, and heating services for one partner town.

Strategic planning

The activities carried out in the strategic planning area during the reporting period were threefold:

1. Strategic planning process for the 1st Cohort of towns
2. Strategic planning workshop for the 2nd Cohort of towns

3. Strategic planning workshop for UTA Gagauzia towns (Ceadir –Lunga and Vulcanesti).

1. The main planning stages through which our partners from the Cohort 1 towns passed in order to develop their socio-economic development strategies were:



During this period several workshops were organized in each town - Drochia, Singerei, Rezina, Ungheni, Taraclia, Comrat, Straseni, Soldanesti, and Căușeni (see Annex 1). More than 100 citizens per town were involved in the process. In Ialoveni, Telenesti, and Orhei, LGSP organized working groups on the energy efficiency sector. During the working groups/workshops the citizens had the possibility to contribute to the community development with ideas and suggestions on what improvements are needed at the local community and what are the main intervention areas. All eleven towns now have socio-economic development strategies approved by the local council.

In the towns of Straseni, Soldanesti, Taraclia, Comrat, Rezina, Drochia, Singerei, and Causeni, the Mayoralty organized public hearings. LGSP paid special attention to citizen participation in organizing the public hearings, working closely with the mayoralties of these towns in the process of planning and carrying out the public hearings. Prior to the hearings, LGSP developed the “Citizen’s guide to participating in public hearings” that was provided to the partner town mayoralties in order to be published on their websites and official Facebook pages. In addition to that, LGSP developed the invitation posters for each of the respective towns, announcing the date and place of the upcoming hearings. The posters were multiplied and delivered to the mayoralties to be disseminated in the town in advance.

LGSP conducted planning sessions with the representatives of the mayoralties in order to ensure that the public hearings are carried out in accordance with the requirements and existing good practices. Such sessions were carried out by the representatives of the strategic planning companies or by LGSP representatives, by phone or in person. Besides this, LGSP ensured the printing of the Development Strategies, Public Hearings Regulation, citizen’s feedback forms, as well as other materials as required.

Through the entire strategic planning process, LGSP tried to strengthen the capacity of the LPA in applying all the tools/techniques used by the consultants through the strategic planning workshops/meetings. First of all, LGSP emphasized the importance

of citizen participation to each town administration and stressed that the aim of the strategic planning process is to encourage the involvement of stakeholders, representatives of NGO and private sector, and donors to provide common ownership over the results. The towns had the possibility to consolidate their capacity in how to organize a focus group/workshop/public hearing. Through the process, LGSP tried to transfer the knowledge to the towns and to strengthen their capacity.

LGSP cooperated with the European Union project “Promoting Participatory Planning and Implementing as an Efficient Mechanism for Community Empowerment and Sustainable Development” to develop socio-economic development strategies. LGSP organized and provided assistance to the energy sector group and developed the strategy’s chapter on energy efficiency. The participants at the working group were the energy manager from the towns’ level, representatives of local government responsible for this sector, representatives of municipal enterprises, and the managers of education institutions. In both towns public hearings were organized (in Telenesti on December 18, 2013 and in Orhei on December 24, 2013). Consequently, the strategies have been approved by the Local Councils.

As part of transparency and visibility activities, LGSP supported all the town halls in designing and printing out the full version of their socio-economic development strategies and the user-friendly version of it as well. By distributing the short version of the strategies, the mayoralities were able to reach out to the citizens and to inform them about the activities of LPA. This way, the mayoralities were able to boost the participation of the community in implementing the Action Plan of the Socio-Economic-Development Strategy.

After finalizing the strategic planning process in the 1st Cohort towns, several town halls requested support in developing their activity plans for 2014. LGSP conducted workshops to support Straseni, Rezina, Soldanesti, Singerei and Taraclia in this exercise. The main objectives of the workshops were to strengthen the capacity of the mayoralty team in understanding how the Annual Activity Plan should be correlated with the objectives established in the socio-economic development strategy, how should human resources need to be assessed in order to perform and implement the strategic documents, and how should the performance of the personnel be assessed upon the objectives established. This exercise revealed the need for supporting the town halls not just with drafting their socio-economic development strategies, but also with their implementation. It is also important to support them in understanding and applying the strategic planning tools in their daily activities.

2. During the reporting period LGSP launched its strategic planning process in the Cohort 2 towns. The following 19 towns have started receiving assistance with drafting/updating their socio-economic development strategies: Criuleni, Riscani, Briceni, Ocnita, Donduseni, Edinet, Glodeni, Soroca, Floresti, Cahul, Cimislia, Leova, Anenii Noi, and Falesti. In these 14 towns, LGSP is supporting the entire

process of developing municipal socio-economic development strategies for the period 2014-2020, while in other 5 towns (Hincesti, Nisporeni, Stefan-Voda, Calarasi, and Basarabasca) LGSP is supporting the drafting of the two chapters on the strategic framework and the energy sector.

On May 7, 2014, LGSP organized a strategic planning workshop at the national level. Representatives from each town (mayor/deputy mayor and persons responsible for strategic planning from each town hall) participated in the event. The main issues discussed at the event addressed the phases of the strategic planning process, division of the responsibilities, participatory framework and the national and regional strategic framework. The participants had the possibility to discuss the content of the strategy and the tools which are planned to be applied during the process of strategy elaboration. At the event the Mayor of Straseni was present to share the experience of her town through the strategic planning process and lessons learned with 2nd Cohort of Towns.

LGSP launched the strategic planning process at the local level in 14 Cohort 2 towns on May 15, 2014. Participants included public servants, representatives of public institutions (schools, kindergartens, social-care), private sector, NGOs, and youth. The workshop established the main steps which are to be taken by the town halls to develop the socio-economic development strategies for 2014-2020, the content, and the importance of strategic planning. After discussing the methodology for the strategic planning process and conducting a stakeholder analysis, with the support of the experts from Contact Centre, the Coordination Group for strategic planning and the sectorial working groups were established and rules for their functionality and responsibilities were set. A total of 430 individuals took part in the 14 launch workshops.

On June 2 and June 13, LGSP organized between four and six sectorial working groups in each town formed from local actors. The working groups focused on business, the social sector, utilities, energy efficiency, and youth. At the sectorial working groups, the results of the surveys regarding the perception and satisfaction of the population towards the services provided by their town halls were. LGSP has now organized workshops in all towns, where the LPA developed the vision, the development objectives, and relevant action plans. In preparation for possible full application, project fiches (concepts) are being developed.

3. Strategic Planning UTA-Gagauzia. At the request of the Bascan (Governor) of Gagauzia with the support of USAID, the LGSP team initiated assistance for Ceadir Lunga and Vulcanesti for a general urban plan. Since a strategic plan is a prerequisite for an urban plan, LGSP developed a plan with Ceadir Lunga and Vulcanesti for the strategic planning process. The selection process for the consultants to draft the socio-economic development strategies was initiated and the process will be launched in November 2014.

Urban planning

During this reporting period, as part of EMM, LGSP conducted a specialized training on Urban Planning for Cohort 2 towns. The main subjects of the training referred to the urban plans content, legal framework, information about best practices and the implementation of General Urban Plans (GUPs).

Through the reporting period, the LGSP team assessed the existing urban planning documentation in the Cohort 1 and 2 partner towns. As a result, and with the demonstrated willingness of each town to co-finance the effort, LGSP decided to offer assistance in developing/updating the Urban Plans for the following towns: Orhei, Soldanesti, Taraclia, Singerei, and Straseni. LGSP hired a consultant who assisted the Town Halls of Singerei, Strășeni, and Șoldănești in drafting the Terms of Reference for the planning consultant that will draft/update the General Urban Plans. It is anticipated that the General Urban Plans for the above towns will be completed by fall 2015. LGSP also initiated the selection process for the consultants that will assist the towns of Ceadir Lunga and Vulcanesti in drafting the ToR for launching the procurement process for the company that will draft the GUPs for these towns.

Human Resources Management. During the reporting period, based on specific request of assistance received from partner towns, LGSP team started its assistance for 15 towns from Cohorts 1 and 2 in human resources management. The beneficiaries for this assistance were Causeni, Comrat, Cantemir, Cimislia, Cahul, Donduseni, Edinet, Leova, Nisporeni, Telenesti, Taraclia, Soroca, Straseni, Stefan Voda, and Soldanesti. The LGSP team, through the trainings provided in the towns themselves, helped to conduct an analysis of the current organizational charts of the mayoralities and to provide appropriate recommendations for their improvement. The job descriptions were revised and recommendations for their updating were provided, incorporating the necessary or desirable competences and aptitudes, and taking into account the needs and expectations of all stakeholders and aligning them to the mayoralities' recruitment and development plans. The town halls' Regulations on Organization and Functioning were revised and updated. The correlation of the job descriptions with the content of the regulation were analyzed, in terms of responsibilities and amount of work specified for each position. Also, during the trainings there were presentations on the Human Resources Management legal framework and the best practices in local public administration sector in Moldova, the manual of HRM procedures and recruitment, and performance management considering gender equity principles, non-discrimination upon hiring and payment.

IER 1.2.: Establish New Municipal Service Arrangements.

Considering Moldovan Government steps in aligning the country to European standards by addressing the growing importance of decentralization and the essential role of effective local public authorities, LGSP has continued to promote the implementation of Citizen Information and Service Centers (CISCs) in the partner towns.

CISCs enhance transparency and contribute to improved relations between beneficiaries of the service and service providers (i.e. local public administrations). The establishment of a CISC is a way of ensuring enhanced accessibility, transparency, and efficiency in providing public services and minimizing the effort of the citizens. The basic idea of the CISC is that the citizen only has to be in contact with one single point (including electronically) to get information, obtain all necessary paperwork, make/submit applications, rather than having to go through a labyrinth of different town hall departments, offices and other public authorities. In many cases the establishment of a CISC has a positive effect on reducing incidents of corruption and in simplifying administrative procedures.

Based on the CISC concept and operational manual previously developed, on February 7, 2014, LGSP, in close cooperation with the State Chancellery, organized a stakeholder event to present the CISC concept to all interested parties (including donors that might be interested in co-financing the establishment of CISCs – e.g. creation of Electronic Registry of Local Services and the System for Issuing Permissive Documents - both systems to be used by all local public authorities from Moldova). During the event, LGSP discussed the CISC concept and the possibility to support 2 or 3 partner towns in CISC implementation with its partner towns. The stakeholder event was attended by 56 participants (mayors, deputy mayors, councilors, donors, and media representatives), of which 18 were women.

As a result, seven partner towns (Soroca, Singerei, Taraclia, Orhei, Stefan Voda, Leova, and Floresti) confirmed their interest in implementing a CISC in their towns. From the seven towns that responded, LGSP selected three towns (Singerei, Taraclia and Orhei) for CISC establishment. The criteria applied for selecting these towns were:

- All three towns have confirmed their availability to co-finance CISC implementation;
- All three have sufficient/adequate space for CISC to be established;
- All town hall staff showed availability to co-operate and the towns have sufficient staff to operate a CISC.

The rights and obligations of partners regarding the CISC establishment have been laid out in an annex to the Memorandum of Understanding between LGSP and each of the three partner towns. LGSP retained the consulting firm used to develop the

CISC concept to assist these towns with the CISC establishment. In preparation for implementation in the coming year, the following has been done:

- The existing mechanisms of providing administrative services (issuing certificates, permits, authorizations, etc.) in the selected town were assessed, along with the possibility for their optimization; a detailed inventory of all administrative services provided by the town administration was conducted.
- Detailed descriptions for each administrative service (service passports) were prepared;
- National legislation relevant for the optimization of administrative local services was reviewed;
- Specialized sectorial meetings to discuss the solutions for service provision improvements were organized and held, with the participation of different specialists from the selected town (and other local public authorities interested in the CISC), central public authorities representatives, experts, and other institutions which are in close co-operation with LPA in issuing different administrative permits and documents which LPA is dependent in obtaining the data (for example, access to the different registries and databases of other institutions);
- Proposals for revision of short-term processes ("immediate") and long term were developed in order to improve public service delivery.

It is anticipated that official launches of CISCs in all three towns will be organized by March 2015.

IER 1.3. Ability of municipalities to access regional and donor funds improved

In the reporting period, LGSP team continued to provide assistance to partner towns in accessing donor funds. The beneficiary towns received information on open calls related to grant opportunities.

As a result of the collaboration with the Information Center for Local Authorities (ICLA), which provides information on funding opportunities to local authorities and NGOs in the Republic of Moldova, and assists them in applying for available funding, searching and establishing project partners abroad, the partner towns were informed about all events of the center and the support in writing quality proposals that the Center offers.

LGSP provided specialized technical assistance for three partner towns (Cahul, Taraclia, and Causeni) to prepare Project Concept Notes and apply for Sustainable Urban Demonstration Projects (program financed by European Commission).

This specific grant scheme aims to support the local authorities in the Eastern Partnership countries in implementing energy efficiency measures. The overall indicative amount made available under this Call for Proposals was announced as € 12.25 million.

LGSP regularly informed the partner towns about LGSP's availability to provide the necessary technical assistance in submitting project proposals to national or international funds.

IER1.4: Transparency and accountability of local government planning and decision-making enhanced

In order to contribute to the achievement of this intermediate result, LGSP adopted a multilateral approach to assist partner towns in developing and consolidating new communication tools, diversifying communication activities, and institutionalizing transparency and accountability insurance procedures.

The activities conducted by LGSP in this area included:

- Development of internal communication regulations and action plans on communication, citizen participation and transparency;
- Assistance in setting up LPA official Facebook pages;
- Development of the "LPA Web-platform";
- Presentation of MPI results on transparency and citizen engagement;
- Assistance in conducting Strategic Planning Public Hearings;
- Assistance in developing Informational Bulletins;
- Assistance in organizing Town Day festivities.

Development of Communication Internal Regulations and Action Plans on Communication, Citizen Participation, and Transparency

To help partner mayoralities develop and institutionalize communication and citizen engagement tools, LGSP developed a Communication Internal Regulation adopted by 14 partner towns of Cohort 2. The Communication Internal Regulation offers the town halls an advanced normative document for efficiently managing communication and public engagement activities. The Regulation outlines the principles and objectives of the mayoralty communication activities and offers civil servants a clear conceptual framework and the required tools to efficiently plan and carry out communication activities.

In addition to the Communication Internal Regulation, LGSP developed a template of the Action Plan on Communication, Citizen Participation and Transparency, adopted so far by eight town halls.

The Action Plan helps LPAs better plan, implement, and evaluate the communication and citizen engagement activities carried out. The template contains sample activities

of various complexities to be adapted to the local needs by the partner towns, and includes activities directed at improving online communication, interaction with citizens and mass-media as well as financial transparency.

At the EMM training on “Citizen Involvement and Communication Techniques in a Modern City” (November 19–21, 2013), the Communication Internal Regulation was distributed to all partner towns for preliminary review and feedback. In addition, during the same EMM training, a detailed presentation of the Internal Communication Regulation was made, where participants had the opportunity to get involved in practical exercises regarding the use of communication and citizen involvement tools foreseen in the Internal Communication Regulation. During the training, the Action Plan was introduced to the participants, who participated in a practical exercise to develop a personalized plan for their towns. As a follow-up, the participants had to develop their town’s action plan tailored to the local needs and specifics of their own town halls to be later adopted as an official document governing the communication and citizen participation activities.

All partner towns (of Cohort 2) that did not already have an internal regulation on communication procedures were provided the Communication Internal Regulation as well as the Action Plan template, to be approved by Mayor’s decree. At the date of submitting this report, a number of 14 mayoralties have approved the Internal Communication Regulation, either by a Mayor’s decree or through the Local Council decision.

The institutionalization of these instruments will allow the mayoralties to gradually align their activities to existing best practices, and thus help increase citizen trust in local public administration.

Further steps will include individual coaching sessions with each mayoralty on the development of the Action Plan for the upcoming year, in order to ensure full understanding of the need of transparency and citizen engagement, and timely adoption of this planning tool.

Assistance on ensuring LPA transparency, and improving communication and citizen engagement by means of online social networks

At the beginning of the reporting period, LGSP has conducted an unofficial assessment of the online presence of the partner towns and found that mayoralties partner towns can be divided into several groups with regard to their use of online tools for communicating with the public. In addition to town halls having both an official website and a Facebook page, there are town halls with no online presence at all and town halls with only a website but with little or no presence in social media. In order to solve this issue and help the partner towns develop adequate communication and citizen engagement tools, LGSP has undertaken several targeted actions: first, assisted mayoralties in developing official Facebook pages providing town halls with

training within individual coaching sessions as well as within a thematic practical workshop; and second, initiated and coordinated the development of an innovative LPA web-platform that will be used to create official websites for mayoralities lacking such a tool.

Preliminary results of the efforts directed towards increasing town halls online transparency and social networks communication capacities, are:

- At least 20 mayoralities that did not have any online communication tools, or only had a website, have developed an official Facebook page that helps them inform citizens, receive feedback, and also promote their official website (where applicable). They are actively learning the use of social networks to ensure a greater degree of transparency of their activity by publishing information on local council sessions and current vacancies, activity reports, local budgets, and taxes;
- In the same time, citizens of at least 20 partner towns now have the possibility of directly communicating with their town hall, asking questions regarding required services and also staying informed with regard to various cultural or sport events organized by their mayorality.
- All partner towns benefit from having an official Facebook page. First, this is due to the fact that, as opposed to the website, the Facebook page offers quantitative information on the number of readers and number of people following the town hall's news. Second, given the fact that the town halls' official websites, in most cases, had a very low number of visitors, social media tools will help them attract readers to the official websites, thus increasing the number of citizens that can access all the public information already published on the existing town halls' websites. With the growing number of Facebook users in Moldova, an official page allows the mayorality to be present where its constituency is (especially the youth and middle aged population). Good examples in this regard are the pages of Taraclia and Straseni, which frequently post information on their Facebook pages. Third, the Facebook page allows mayoralities to interact with citizens, which was not possible on most of mayoralities' static websites. Citizens can ask specific questions regarding services provided by the mayorality, with the mayorality providing required information in due time.

Assistance in establishing LPAs official Facebook pages

In the reporting period, LGSP conducted more than 21 individual coaching sessions for the town hall Public Relations representatives and/or other local staff (IT specialist, youth specialist, etc.), helping mayoralities develop an official Facebook page of the mayorality. The coaching sessions included assistance in setting-up the official Facebook page of the Mayorality and an introductory tutorial on the administration and content management of the Facebook page.

During the coaching sessions the participants learned about the use of modern online communication tools and established the official Facebook page of their mayoralty. In order to ensure an efficient use of this relatively new tool for the LPA the participants were provided a guided training on how to use various functionalities of the Facebook pages and good practices in the administration of the Facebook account. In addition, the participants were informed about the public information required to be published online, either on the official website or on Facebook, including: information on local council meetings, mayor's reports, information on local budget and taxes, current vacancies, as well as any other public information of interest to the wider community.

As a follow-up, additional remote sessions were conducted by phone or Skype with the PR representatives of the partner towns, providing assistance regarding the content management on their Facebook page.

As a result of the conducted coaching sessions, 20 mayoralties have opened their official Facebook page and started using it as a mechanism for informing citizens (on local council sessions, LPA vacancy announcements, local budgetary information, and cultural and sport events) as well as receiving citizen feedback. An additional 12 mayoralties have been using the Facebook social network as a communication and transparency ensuring tool. Some of them (Telenesti, Nisporeni, and Cimislia) asked for and received assistance in order to re-set abandoned or unmaintained pages and also received additional training on content management using the online social tools. Overall, 23 PR specialists (of them 16 women and 7 men) received LGSP training and assistance with regard to establishing Facebook pages and online content management.

Development of Posters to promote the official Facebook page of the mayoralty

Given the relative novelty of the social networks application in LPAs activity, in order to help partner towns promote the newly created official Facebook pages and increase the number of online followers, LGSP developed promotional posters for all 32 partner town mayoralties. The posters provide citizens the town hall's Facebook page address and call citizens to use this online tool for informing themselves on any services provided by the town hall, providing their feedback regarding town hall's activity, communicate with the mayoralty regarding the issues existing in the community, and also to receive updates about important events such as cultural and sport events, local council sessions, and public hearings.



During the Practical Workshop “Social Networks in Ensuring LPA Transparency” carried out on September 12, PR representatives of the partner towns received a set of

color printed Facebook promotional posters to be displayed at the mayoralty. In addition to this, the electronic version of the poster was provided to all partner towns to be locally printed and posted at the mayoralty and in other public spaces with free wi-fi coverage. The presence of public wi-fi hotspots acts as an attraction factor; people tend to gather in these squares to access internet free of charge, read news, and communicate with peers. Next steps in this regard will be to help mayoralties promote their official Facebook pages by means of an online ad campaign, in order to ensure a higher number of citizens informed by means of the online social media.

Development of Guidelines for using Facebook in the Local Public Administration

In response to frequent questions received from the PR representatives of the partner towns regarding various aspects of managing the content of the mayoralties' official Facebook pages, LGSP developed an unofficial guide to using Facebook for ensuring a better visibility of the Town Hall activities, to promote the mayoralty's official website, interact with citizens and receive their feedback. The "Guidelines for using Facebook social network by Local Public Authorities" included recommendations developed based on most frequent questions received from partner towns and existing good practices. The guide offers tips and How-Tos regarding the town-hall's transparency online, recommendations for developing original content, as well as practical recommendations on better engaging citizens by means of social media.

Practical Workshop "Social Networks in Ensuring LPA Transparency"

Upon completing the process of assisting partner towns in establishing an official Facebook page, on September 12 LGSP carried out a practical workshop dedicated to the use of social networks in local public administration. The workshop was organized for all LGSP partner towns in order to consolidate the local capacities with regard to the use of social networks for ensuring town-hall transparency and efficient communication with citizens. The need for this activity was imposed by the town halls' need to overcome difficulties connected to insufficient skills and knowledge with regard to the use of social networks as a transparency and communication tool, and help mayoralties reach a similar level of efficiency in online communication. The workshop was attended by representatives of 21 partner towns that had the opportunity to engage in an exchange of experience and good practices but also to participate in practical training on using Facebook as an institutional communication tool. The one-day practical workshop was organized by LGSP in partnership with the Center for Electronic Governance, of the State Chancellery, and the Moldovan-Korean Information and Access Center IT Lab. The first part of the workshop was focused on the exchange of good practices with invited speakers from the Center for Electronic Governance, the Communications Bureau of the Government of Moldova, Ministry of Education, Ministry of Information Technology and Communications and

the State Chancellery. The second part of the workshop was dedicated to a practical master-class conducted by one of the leading social-media experts in Moldova.

As a result of attending the workshop, the participants, enhanced their understanding of the social media concept, analyzed their communication using the Facebook tool, identified the do's and don'ts, learned from their peers as well as the invited expert and speakers, about the best ways of ensuring a qualitative communication process online.

Development of the LPA dedicated web-platform

As found at the moment of conducting the unofficial assessment of the online presence of the LGSP partner towns, around 14 mayoralities lacked an official website or had a non-functional one. To address this issue, LGSP has contracted a local IT company to develop a dedicated web-platform to be used by the partner towns to set up their official websites. The concept of the web-platform is based on principles of interactivity, participation, functionality and a user-centric approach, giving LPAs a modern, interactive tool that will help increase transparency, streamline communication, and empower citizens to hold their representatives accountable by means of an interactive website with a simple and functional user interface.

At the time of drafting this report, the development process of the “LPA web-platform” is in “beta testing” phase, to be followed by the “release candidate” phase. This later phase is a version with potential to be a final product. The platform includes innovative and easy to use communication tools such as in-site chat with LPAs representatives, as well as classic text forms for writing to public officials, integration with most popular social networks as well as commenting functionalities. In addition to this the website is optimized for mobile devices and is also machine readable thus allowing people with sight disabilities to access the published information.

LGSP carried out a series of coordinating meetings and maintained close communication with the representatives of the web-development company in order to develop detailed functional specifications of the LPA web-platform, identify any unaccounted for needs of the LPA representatives, and ensure full implementation of the relevant functionalities. Similarly, LGSP conducted consultations with representatives of the UNDP Joint Integrated Local Development Program focused on the concept of the LPA web platform proposed by LGSP, its sustainability, and future coordinating efforts in this area.

In order to ensure the involvement of concerned stakeholders in the development of the partner towns' websites, on June 5, 2014, LGSP organized a needs assessment workshop with the participation of representatives of the targeted partner towns. The main goal of the focus group was to find out about any unaccounted specific needs existing in local public administration and collect ideas and suggestions with regard to the possible structure and functionality of the future LPA web platform. Besides the

representatives of the partner town halls, the needs assessment workshop was attended by the representatives of the web development company, which had the chance to get involved in all discussions as well as bring their input and guidelines to the needs assessment process. The workshop included three sessions: 1) LPA activity transparency and the corresponding required functionalities of the website; 2) Communication with beneficiaries and online interaction with citizens; 3) Potential structure of the LPA website. As a result of the needs assessment workshop, the IT company better understood the activity of the LPA and their needs with regard to interacting with citizens, and collected a range of suggestions regarding possible functionalities to be implemented on the LPA web platform, all reflected in the needs assessment report produced by the web development company.

In addition to participating in the focus group workshop, by means of their official Facebook pages, mayoralities addressed citizens to inquire about their needs and expectations regarding the future LPA website. So far, at least two mayoralities have received feedback by means of Facebook. For example, one of the respondents in Strasenî emphasized the need for an interactive website, connected to social networks like Facebook and Twitter, with functionalities allowing citizens to address questions directly to public servants, as well as a Frequently Asked Questions page with answers to the most important questions addressed by citizens.

Next steps with regard to the LPA web-platform development include finalizing testing of the beta version, installation of the platform on the servers of partner towns that lack an official website and providing training to LPA representatives that will administer town halls' official websites. Finally, the LPA web-platform will be released as open source software, and published online, to be used by other LPAs requiring a modern and interactive online tool for communicating with their citizens. In the short run, based on the template, LGSP will equip approximately 14 mayoralities (currently lacking an official online presence) with a website. After it will be published online, the platform will provide other LPAs the opportunity to set up a website with reduced costs in order to benefit from the use of interactive tools in their interaction with citizens.

Presentation of MPI results & presentations on LPA transparency, citizen involvement, and efficient communication

In order to contribute to a higher awareness of the need for LPA transparency as well as the need to better engage citizens in the process of local decision making, a dedicated module was included in the MPI presentations carried out in Criuleni, Calarasi, Floresti, Briceni, Edinet, Soroca, Donduseni, Ocnita, Glodeni, Riscani, Nisporeni, and Cimislia. This module covered the MPI results related to mayoralities transparency, communication practices, level of citizens' awareness with regard to local decision making and local finances, etc. A special emphasis was put on emphasizing existing discrepancies between the way LPAs inform and engage their

citizens and the information channels used by citizens, differences in LPAs perception of the quality of their interactions with citizens as opposed to citizens' opinion on this subject. LGSP proposed a series of recommendations to towns and prompted discussion among the participants regarding the ways to improve mayoralities' transparency as well as increase citizens' access to information and involvement in local decision making process.

Assistance in promotion of ACTELOCALE.MD local documents repository

An important element of all MPI presentations, as well as coaching sessions and trainings organized on the topic of LPA transparency, was the promotion of the online local documents repository - *actelocale.md*. LGSP provided partner towns detailed information with regard to the essence of this online tool, its purpose, and advantages. Furthermore, in order to help mayoralities overcome their reticence in using this new online tool, the Practical Workshop on “*Social Networks in Ensuring LPA Transparency*,” a special session was dedicated solely to presenting mayoralities with detailed information with regard to the registration and document publication procedures on the Actelocale.md portal. This session was conducted by the State Chancellery representative responsible for the administration of the Actelocale.md portal.

Nevertheless, so far the number of mayoralities that have opened an account on the Actelocale.md portal has only slowly increased, with approximately 20 town halls having an account on this website, of which only 12 have documents published in the database. The main impediment that hinders a wider adoption of this tool among all town-halls is the lack of a legal requirement mandating its use, and relief from the requirement that identical information be produced on paper in a different format.

Assistance in conducting Strategic Planning Public Hearings

During the reporting period, LGSP assisted seven partner towns from Cohort 1 (Soldanesti, Drochia, Taraclia, Comrat, Straseni, Sangerei, and Rezina) to organize and implement Public Hearings on the Social Economic Development Strategy. Prior to the Public Hearings, LGSP developed the “Citizen’s guide to participating in public hearings,” that was provided to the towns to be published on their websites and official Facebook pages. In addition, LGSP developed invitation posters for each of these towns, announcing the date and place of the upcoming hearings. The posters were printed and delivered to the mayoralities to be disseminated in the town in advance of the public hearings. When necessary, LGSP conducted one-on-one planning sessions with the representatives of the mayoralities in order to ensure that the hearings were carried out in accordance with town requirements and existing good practices.

Assistance in developing Informational Bulletins

To provide citizens with better access to information on local public administration, LGSP assisted the mayoralties of Taraclia, Soroca, Ocnita, and Cimislia to develop the Town Hall's Informational Bulletin, a new tool for these town halls. The newsletters included general information that might be of interest to the wider citizen audience who do not have access to online social networks. The Bulletin was printed by the partner town hall in order to be posted on the Informational Board and at the town-hall information desk as well as disseminated to various local partner institutions. Other partner towns were also provided the template for developing the Mayorality's Informational Bulletin in case of them being interested in such an activity.

Assistance in organizing Town Day festivities

On November 8, 2013, LGSP together with other USAID projects took part in Orhei Town Day by establishing a stand in the main square of Orhei. The stand featured information about LGSP and provided citizens with informational materials, including the Energy Efficiency Guide developed by the project. The key element of the LGSP stand was a Citizens' Board that allowed all town inhabitants to express their views on local issues as well as address questions to the mayor. The Citizens' Board drew enthusiastic attention from the participants. All the post-it notes with the questions and suggestions received from the citizens were analyzed, systematized, and sent to the mayorality to be adequately addressed and answered by the mayor. This exercise of civic engagement was highly praised by all the participants at the event and will be replicated in other partner towns.

On May 6, LGSP together with other USAID projects participated in the activities dedicated to the celebration of Singerei City Day. On this occasion, LGSP set up an information booth in the main square, providing various informational materials to all citizens (including information flyers on energy efficiency). In addition, LGSP organized a series of interactive exercises (e.g. Citizens' Board) designed to motivate citizens to express their views and recommendations for the mayorality as well as for the improvement of the city. The collected recommendations, expressed by children, youth, or citizens in general, were forwarded to the representatives of the Singerei mayorality to be taken into account in the local decision making process. In addition to providing an interactive activity for the citizens, this exercise also served the purpose of illustrating a way of reaching out to the citizens as well as a way of freely expressing one's views and opinions regarding local matters. This was confirmed in several instances by citizens expressing their curiosity and support for such an initiative.

Component 2: Increase Local Revenues and Improve Financial Management

During the Year 3 reporting period, LGSP dedicated important efforts to improve financial management, through strengthening municipal financial management capacities and optimizing municipal revenue generation prospective.

The project activities under Component 2 focused on the implementation of the Excellence in Municipal Management (EMM) training program, covering the areas of property assets management, revenue enhancement and budget practices. LGSP also focused its activities on providing practical technical assistance in the fields of municipal property assets management, PPPs and IMCs, annual budget development under component two.

IER 2.1: Cost and Management Efficiencies Identified and Adopted

Municipal Assets Management (AM).

Improvement of municipal asset management is one of the main areas of intervention offered by the LGSP project to partner towns. The AM assistance is meant to qualitatively transform the municipal public administration and to assist local governments to design and implement policies and procedures that contribute to good governance and development of the comprehensive fiscal basis for own revenue enhancement.

On January 23-24 and January 28-29, 2014, LGSP organized a four-day training on Municipal Property Management for Cohort 2 partner towns. The target group consisted of 20 LGSP Cohort 2 partner town policy decision makers (mayors and vice mayors, local councilors) and also officials responsible for policy implementation, dealing with municipal property issues on a daily basis (architects, financial specialists and cadastral engineers). As part of the event, the Taraclia Mayor and the AM specialist presented the successes achieved in Taraclia due to the improved asset management system. The overall audience response was very positive. This has shaped a more pro-active approach of the participants and led to very positive dialogues on policy and management principles in the area of public real estate and on specific operational level management tools and best practices. The trainees responded especially well to practical exercises and case study discussions. They were very responsive and impressed by the presentation of the Mayor of Taraclia, who shared the results of AM System implementation project executed with the technical assistance of LGSP.

The remarkable progress and leadership of Taraclia partner town' was widely recognized by USAID, the Ambassador of United States in Moldova, Moldovan local TV and electronic media.

On January 24, 2014, U.S. Ambassador William H. Moser attended the municipal asset management training and awarded the Mayor of Taraclia partner town a certificate of recognition for displaying outstanding leadership in implementing new procedures and concepts in public asset management and on improvements in public services.

Success story of the AM training:

- The day after the training, the Mayor of Floresti issued an executive decision to establish an Asset Assessment Committee following the recommended model by the program: including one municipal councilor member from the standing commission on Budget and Finance at the City Council and 5 members from the LPA. The Committee will be chaired by the Mayor; the asset management specialist was appointed as AM Committee secretary.
- AM specialist was appointed and the respective job description was approved using the model provided by LGSP.

The training content was followed by a discussion related to reviewing the national legal framework regulating municipal asset management (competences, responsibilities, rights and constraints) and the possibilities for improvement. The LGSP partner towns shared their specific experiences and opinions, and problematic areas in municipal AM were openly and professionally discussed. Questions and discussions were focused on the following issues:

- municipal asset management inventory and registry
- asset importance classification and management decision making
- public property Key Performance Indicators and Level of Service Standards
- performance management and cost control
- asset management software and data management
- municipal property user agreements.

Through the Year 3 reporting period, based on partner towns' feedback on Municipal Property and Asset Management, and as a follow-up to the EMM training on Municipal Property and Asset Management, LGSP launched individual practical technical assistance in all 32 LGSP partner towns. This technical assistance includes conducting an analysis of the current situation, as well as developing a comparison of the self-assessed performance with leading practice and objectives. LGSP performed working meetings, group discussions, presentations and workshops with the LPA actors involved in Municipal Property Asset Management. Major technical issues and the importance of development of the Municipal Property Asset Management System were discussed.

Main issues and challenges identified:

- The lack of municipal ownership titles of municipal fixed assets, for land, infrastructure, public parks and recreational facilities.
- Cadaster Office charges high service fees
- There is no systematic register of municipal fixed assets, neither on paper files, nor in electronic format.
- Public property is not reflected in the municipal balance sheet.
- No investment priorities, ad-hoc decisions create budget disequilibrium.
- No records of costs and revenues generated by municipal property management.
- There is no clear delimitation between the municipal and state property.
- There is no public information at what cost and which assets can be leased or sold for.
- Over 90% of municipal fixed assets have not been evaluated within the past 20 years.

The technical assistance in LGSP partner towns focused on the following:

- Detailed presentation of the process development and implementation steps of an asset management plan;

- Efficient planning of activities based on assets' performance;
- Need to hire a Municipal Asset Management Specialist and to establish an Asset Management Committee responsible for ensuring that municipal assets are effectively maintained by optimal utilization;
- Improved partner towns' capacity and support to increase locally generated revenues.

In all partner towns the property/ asset management is a new concept and the challenges are common. Major issues that are addressed:

- *Establish the Municipal Assets Registers and Ownership Titles* – in this respect partner towns started to gain all the necessary legitimate information and establish Municipal Property Ownership archive.
- *Perform Inventory and Registration* – the main part of public property is not registered and inventoried within the local government.
- *Improve Organizational Structure and personnel* – established Municipal Asset Management Committee and appointed public asset management specialists.
- *Valuation and Appraisal* - the assigned value of public property does not reflect actual market values, since the applied methods for evaluation do not use up-to-date methods of market appraisal.
- *Financial Planning and Cost Control* – is limited and incomplete, since the assets of municipal enterprises are not included in the municipal balance sheet. LPAs initiated the development of consolidated balance sheets that will include Municipal Companies' assets.

In order to offer practical support to partner towns, LGSP developed a draft of the Municipal Property Asset Management Manual Template, a job description for the Asset Management Specialist Template, and Asset Management Plan Template. They were correlated with the existing legal and institutional framework related to public property at the local level and aligned to the priorities and objectives established by each local government. Based on the LGSP drafted municipal asset management system improvement documents, LPAs can further develop a detailed asset management improvement action plan and an implementation schedule based on cost recovery and management efficiencies principles.

Due to the complexity and the multidisciplinary character of Municipal Asset Management System implementation, LGSP's Financial Management Advisor supported partner towns in ensuring the transfer of know-how and techniques to LPA staff responsible for Asset Management effective improvement, through:

- Follow-up on the process of adaptation of the Draft Asset Management Strategy, Plan for three years and development of the annual Action Plan;

- Develop an MS Excel AM registry and Cost/Profit Analysis development process that will provide the necessary information and data for effective cost benefit analysis to support Mayor and Municipal Council' decisions related to asset management improvement;
- Develop a phased schedule of Property Inventory and Registration in accordance with Municipality policy goals and strategic objectives;
- Better understand the AM system' approach for implementation of action plans;
- Develop plan activities efficiently based on assets' performance;
- Understand planned assistance on AM System that will be delivered by LGSP;
- Improve towns' capacity and support them to increase locally generated revenues.

During the reporting period, LGSP continued the follow up with technical assistance to LGSP partner towns performing well in AM system implementation, such as Taraclia, Soroca, Ocnita and to those performing satisfactorily, such as: Comrat, Drochia, Orhei, Soldanesti, Floresti, Calarasi, Donduseni, and Cimislia (towns that delegated staff and approved the job description for the AM specialist and established an AM Committee).

As a result of the technical assistance provided by LGSP, partner towns have registered some progress on AM system implementation, as follows:

- Taraclia, Soroca, Ocnita, Comrat, Drochia, Cahul, Floresti, Calarasi, Donduseni, Cimislia, Orhei and Soldanesti designated AM specialists; *the inventory and assessment of the Municipal Assets was initiated*;
- Taraclia signed the contract with newly employed AM Specialist– LGSP provided comprehensive support and individual *training for AM Specialist competencies improvement*;
- Taraclia, Orhei, Calarasi, Soroca and Ocnita - inventory, assessment and Registration of Municipal Assets are ongoing; continued to improve and *maintain the Asset Register* which includes all relevant management data by recording changes to assets and the maintenance, operational needs (over 50% of municipal assets were inventoried and included in the Municipal Asset Register);
- Taraclia, Comrat, Drochia, Orhei, Soroca and Ocnita *defined the rentable and unusable areas* for each LPA space.

As a result of the technical assistance provided by LGSP in some partner towns, the Asset Management activities were implemented actively and results are visible. They made good progress in asset management, as follows:

Taraclia LPA performances:

- **1.26 mln. MDL** - own revenues from sales of unused assets and from property rent redirected to substitute energy-intensive pumping equipment and two unused preschools building reparation
- **50 th. m²** - additionally identified property, **\$40 th. MDL** - own revenues from sales
- **41 th. MDL** - cost on inventory, registration and geometrical plans drafting
- **2187 m²** – additional unused property capacity identified for ulterior release

Orhei AM performances:

- **116.7 th. MDL** - own revenues obtained from property release on long term, redirected to property EE improvement
- property value increase from **USD1,6 mln** up to **USD 16,9 mln** - as a result of property reevaluation
- **4,3 th. MDL** - cost on inventory, registration and geometrical plans drafting:
 - **74** cadastral plans drafted
 - **30** extracts from the Land Register for transactions
 - **25** projects development for municipal property consolidation
 - **25** of the land owners' registration

Cimislia AM performances:

- **151 ha** - new property identified for subsequently registration
- **1,4 mln MDL** - own revenues from sales of unused assets
- **473 th. lei** - own revenues from property release (**240 m²**)
- **2,5 mln lei** - own revenues from **62. 6 ha** lands release, redirected for preschools repairs
- **3 mln MDL** – allocated for roads and sidewalks capital repairs
- **1.5 mln MDL** –for two preschools EE improvement, **200 th MDL**- LPA contribution

Soroca AM performances:

- **408 th. MDL** - own revenues from sales of unused assets
- **4,9 th. MDL** - cost on inventory, registration and geometrical plans drafting:
 - **7** unused buildings and **3773** unused lands identified
 - **5** buildings with adjacent lands registered.
- **52 th. lei** - own revenues from unused lands
- **45 th. lei** - own revenues from **39 ha** of land release, redirected for two preschools roof repairs
- **110 LED** lightings installed and **860** lighting bulbs
- **44** new bus stops improved and installed
- **400 th. MDL** allocated for **2 km** of roads and **4 km** of sidewalks capital repairs ()

Florești AM performances:

- **59 th. MDL** - own revenues from sales of **61 ha** unused lands redirected for 2 preschools EE improvement
- **4 th. MDL** - cost on inventory, registration and evaluation assets
- **0, 18 ha** - lands release for 20 years, own revenues **-12 th. MDL/year**
- **5 ha** - sand career release for 10 years, own revenues **-765 th. MDL/year**
- **600 th MDL** - for **600 m** of road and sidewalk capital reparation
- **900 th MDL** - for **2 km** of road and sidewalk capital reparation
- **14 bus stops** release for 25 years, own revenues **124 th. MDL/year**, redirected for 2 preschools roof repairs

Calarasi AM performances:

- **104 th. MDL** - own revenues from sales of unused assets
- **7.5 th. MDL** - cost on inventory, registration and evaluation
- **120 th. MDL** –street lighting improvement
- **121 th. MDL** - new bus stops improved and installed
- **1,3 mln MDL** – cost on roads, town hall, stadium and preschools EE improvement

Drochia AM performances:

- **12 m²** –bus stops improved, ulterior release for 3 years, own revenues **- 17 th. MDL/year**

- **140 th. MDL** - cost on inventory, registration and evaluation of the municipal assets
- **55 m²** - property release for 5 years, own revenues - **16 th. MDL/year**
- **4 mln MDL** - for one km sidewalks capital reparation
- **12 buildings** with adjacent lands registered (surface from **24 m²** to **84 m²**)

Cahul AM performances:

- **578 th. MDL** - own revenues obtained from sales of **1.82 ha** unused lands
- **12.5 th. MDL** - own revenues obtained sales of **73 m²** unused property
- **1.6 mln lei** - own revenues obtained from **2400 m²** property release
- **193 th lei** - own revenues obtained from 1 ha of lands release
- **1.8 mln. MDL** - redirected for **15 km** of roads and sidewalks capital repairs

Edinet AM performances:

- **165 th. MDL** - own revenues from sales of **2,63 ha** of unused lands
- **150 th. MDL** - own revenues from sales of **17,8 ha** property release
- **89 th lei** - own revenues from agricultural lands release
- **1 mln 210 th. MDL** - for street lighting improvement
- **2 mln. MDL** - for roads and sidewalks capital repairs

Singerei AM performances:

- **58 th. MDL** – cost on inventory, registration and evaluation of **5, 3 ha** of municipal land
- **124 th. MDL** - own revenues from sales of unused assets, redirected for assets EE improvement

Comrat AM performances:

- **70 th. MDL** –for street lighting improvement, allocated from own budget
- **10 new bus stops** - improved and installed

Co-organized by Taraclia partner town, the **National Forum on Asset Management** was the first and biggest national asset management showcase ever held in Moldova and attracted over 70 professionals from partner towns, governmental institutions and international organizations. Asset Management has been recognized and remains a high priority of the National Decentralization Strategy, with buy-in from the State Chancellery, Ministry of Economy, Ministry of Finance and donors such as UNDP and GIZ.

In order to share best practices and information among partner towns that will build local support for decentralization and disseminate information about high performing local governments and services, on July 31, 2014 LGSP organized a National Forum on Asset Management at the local level for the mayors/deputy mayors, the asset management specialists from all

LGSP partner towns and other cooperation partners interested in the follow-up on the AM System implementation.

LGSP Partners came up with the idea of convening a National Forum on Asset Management in Taraclia after LGSP organized the Asset Management Training in January 2014. The partners emphasized the need for an extended communication, where broad issues that LGSP partner communities faced would be tackled.

The aim of the Forum was to share knowledge, experience and expertise of asset management in Taraclia, Ocnita, Soroca, Calarasi, and Orhei, encourage and

disseminate the experience of local public administration, meet local officials who themselves managed the changes, and learn directly from colleagues. The attendees visited objects managed by the town hall of Taraclia – the kindergarten, town hall, central park and “Clean Water” pump room. The experience of Taraclia’s LPA in asset management enabled local governments to better understand the project approach in implementation of an Asset Management System, to understand planned technical assistance programs that will be delivered by LGSP and plan activities efficiently.

The Forum also showed that the demands of daily operations and the constraints of tight budgets can make it difficult to invest the time and resources necessary for successful long-term planning. However, managing and planning for the long-term reduces overall costs and leaves communities with a legacy of sustainability. The event helped build the confidence of local public administration to demonstrate that they can implement the project’s activities very well, but that there is always room for improvement.

Public–Private Partnerships (PPPs)

PPP arrangements help to attract private sector investment in the provision of public services and contribute to more efficient use of public assets and financial resources. During Year 3, LGSP provided support on new municipal arrangements by delivering practical technical assistance on PPPs and developed activities related to the improvement and establishment of public–private partnerships and new municipal arrangements.

Taraclia feasibility study findings:

- **14%** of the population from neighboring villages travels to Taraclia every day on average **260,000 people** – annual number of passengers transported to Taraclia.
- The biggest demand for travelling - daily need for shopping, to hospital, to work or school
- The form of PPP contract - Contract for Management Delegation
- Conglomerate between LPA I and LPA II - the best form for providing transportation services for the purpose of creating a PPP
- The collegial project coordination body assigning daily monitoring of PPP implementation (contract execution, passenger claims, modification of the route, etc.)

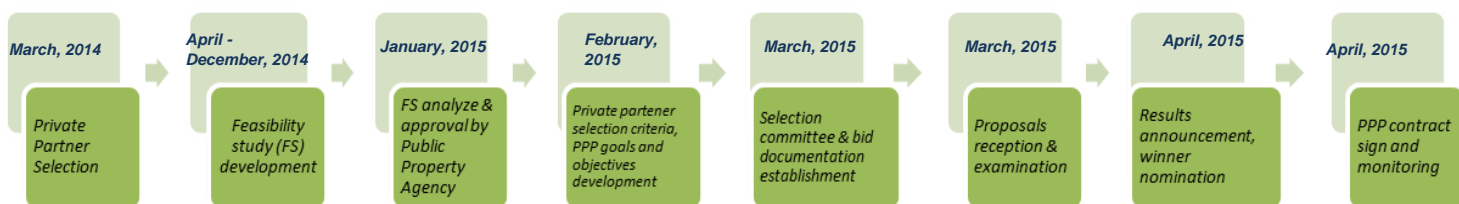
During Year 3, LGSP developed a PPP and inter-municipal cooperation feasibility study for ***Public Transport Services extension from Taraclia to three neighboring villages***. The project goal is to provide the citizens of Taraclia and three neighboring villages: Aluatu, Novosiolovca, and Balabanu, with local transport.

The PPP recommendations and suggested risk-sharing structure are:

- PPP form - *based on net costs contract for the entire transport network, meaning:*
 - private partner assumes all operating, financing, and investment risks
 - private partner costs covering - from bus fare collections
 - responsible for technical maintenance of busses, observing the legal provisions

- LPAs keep the right to intervene in limit conditions based on mandatory contract clause on termination
- public transport organized by small buses (40-45 passengers)
- establish a network of three routes
- 4 buses are required, at least 2 routes per day –in the morning and during the day
- **3 lei to 4.5 lei** increase of travel price in Taraclia town area associated with a major risk, for the rest cooperation partners - **3 lei**.
- **20%** private partner profitability
- **5% to 7.6 %** increasing of level of affordability to local transportation costs

PPP Implementation Plan agreed between public and private partners:



Public partner contribution in PPP:

- covering the costs for traffic infrastructure, bus stops, satisfactory road maintenance
- no local taxes for passenger transportation
- **30-40,000 MDL/year** - nominal compensation on local transportation for the socially-vulnerable part of population, **300 person** – beneficiaries

Secondly, LGSP launched a comprehensive PPP feasibility study development process for ***Improvement of the Straseni urban parking facilities management through Pay-Parking lots***. Based on the required and collected data, the necessary preliminary analysis and surveys in the Straseni partner town field were developed, the best solutions were identified and the PPP outlines were presented for discussions and review to Straseni partner town, as follow:

- analyzed all information about Straseni partner town stakeholders and the urban parking management improvement project
- developed an outline for the feasibility study
- analyzed the preliminary consumer preferences
- identified locations and included them in the project concept
- identified scenarios for the organization of public parking lots under PPPs

It is anticipated that by the end of October 2014 the feasibility study will be completed and will cover the following tasks:

1. analyze the technical solutions for organizing efficient parking
2. estimate the total required investment for proposed urban parking management improvement
3. provide the economic and financial analysis
4. analyze and present the funding opportunities

The PPP feasibility study development results on improvement of the Straseni urban parking facilities management through Pay-Parking lots will be reported within the next quarterly report.

Thirdly, within this subcomponent, further PPP potential cooperation development was identified related to the development and promotion of new municipal service arrangements at reduced cost and increased own revenues available to LGSP partner towns. Thus, during the reported period, LGSP provided **technical assistance to Cohort 2 partner towns and to Cohort 1 (Telenesti)** on identified PPP concepts, as a tool to improve the efficient delivery of local public services. The technical assistance objective was to evaluate PPP ideas, present PPP overview and advice on managing the PPP Project Cycle following Moldova-specific rules and regulations and the best international practices; PPP potential benefits.

- 20 PPP concept projects assessed in the Cohort 2 towns. 1 PPP concept assessed in Cohort 1 (Telenesti);
- 6 PPP feasible projects ideas identified:
 - *Glodeni* Water supply & sanitation service
 - *Ocnita* Use of biomass for heating purpose
 - *Edinet* Cultural center
 - *Rascani* Food market
 - *Briceni* Creation of spaces for advertising
 - *Cahul* „Salt lake” Recreational area

Most LGSP partner towns are at the preliminary stages of initiation or intend to implement PPP projects. The interest in PPP projects is often motivated by the lack of own funds for investments and rarely by the need for increasing the efficiency and effectiveness of public services. For further development of partner towns' candidate PPP projects, key

officials' knowledge, skills, and capacities on the PPP Project Cycle must be improved. It must be understood that the above-mentioned assisted partner towns will not achieve the tangible results on PPP development next year, specifically the implementation of all necessary stages of PPP initiating, including the signing of PPP contracts with selected partners.

Following the experts' recommendations, LGSP will consider supporting certain steps to achieve concrete results in this process for the creation of potential new or revised municipal service arrangements for the most feasible and viable PPP pilot projects suggesting tasks to be performed and evaluation criteria of possible involvement of the private sector through identifying areas for potential cooperation.

IER 2.2: Improved Collection Rates for Local Fees and Taxes & IER 2.3: Service Fees Based on Full Cost Recovery Adopted

The new law shall be implemented as follows:

1. Basarabasca, Ocnița, Rîșcani and Chisinau LPAs pilot projects - from **January 1, 2014**.
2. Other LPAs, Balti and Gagauzia - from **January 1, 2015**.

On November 1, 2013 the Parliament of Moldova approved the Law nr. 267 on Local Public Finances (the Amendments of Law # 397-XV of October 16, 2003). These amendments to the Law on Local Public Finances are in line with the National Decentralization Strategy and respond to the issues identified within local public finances and financial autonomy. Beginning on January 1, 2015, local government expenditure will be determined by the level of collected revenues, and not upon Central Government estimates, which was the previous practice. Thus, each LPA will be directly motivated to collect as much revenue as possible to meet its specific needs, to establish the priorities at the local level and independently to decide the amount of resources necessary for funding the local services. The new local finance system creates big challenges in the field of technical and administrative capacity at the local level.

Issues mentioned by LPA at the training sessions in new Local Public Finances system:

- continue capacity building to strengthened local budgeting and financial management in conditions created by the new local public finance law
- generation process activities in the strategic planning and service improvement processes
- motivated to collect as much revenue as possible, restraining the spending to its specific needs
- will integrate the revenue low management and problem-solving capacity when it comes to optimize municipal revenue generation potential.

On July 25, 2014 the Parliament of Moldova approved The Law on Public Finance and Budgetary and Fiscal Responsibility. The law is necessary and vital for the whole system of local public finance serving as the bases for the next 10-15 years, with the approved Law on Local Public Finances. The law aimed at reforming the public finance management system in order to consolidate the fiscal discipline by identifying budget principles and rules for all components of the national public budget. It also aims to facilitate budget management and to simplify budget decision-making, the

more transparent public finance management system. This law is meant to be applied to the preparation, approval, execution, reporting and control of budgets and funds components of the national public budget and to ensure financial monitoring of public authorities, state/municipal enterprises, and companies that are majority or fully state-owned.

Enhancing own source revenues and increasing transparency through the implementation of international and local best practices are the primary objectives to accomplish during the reported period. To achieve these objectives, LGSP provided training and technical assistance to partner towns, tailored to individual needs and goals.

Firstly, within this subcomponent, concerned about the raions that the Parliament selected for pilot purposes and as follow up support to the State Chancellery, during this reporting period LGSP conducted three one-day trainings and practical assistances on the new Local Public Finance system under the Law on Local Public Finances for Basarabeasca, Ocnița, and Rîșcani pilot raions,. The assistance focused on improving the capacity of these three LPAs to increase their budget and own revenues practices through applying new efficient methods and techniques in line with the new Ministry of Finance. The trainings also included topics related to the management of taxes and fees system in the Moldovan legal framework context as well as the potential for additional sources of revenues.

On April 17, 2014 the State Chancellery requested LGSP to follow up with support on conducting trainings and practical assistance on the new Local Public Finance system under the Law on Local Public Finances for ten raions (Calarasi, Donduseni, Dubasari, Edinet, Fălești, Floresti, Glodeni, Rezina Straseni, Ungheni) and also for Balti municipality. LGSP was not permitted to provide this assistance.

Issues mentioned on Revenue Enhancement training sessions:

- low management and problem-solving capacity when it comes to legal matters, generated by complex procedures set at central level and by the confusion in the law application
- limited staff available for tax and fees collection
- lack of an ample overview of what local taxes and fees collection is and of the main tools of its modern management
- about **75%** of potential taxes and fees are not collected due to ineffective evaluation and registration system of municipal property, that generate big losses in terms of financial resources
- weak procedures/activities in the area of forced collection
- limited cooperation and coordination among Cadaster Agency, Fiscal Inspectorate and LPAs
- communication with tax payers needs to be improved.

Second, LGSP conducted two two-day trainings (July 22-23, 2014 and July 24-25, 2014) on Revenue Enhancement under the EMM program with international and local experts focused on improving the LGSP partner towns' capacity to increase their own revenues through efficient new methods and techniques in line with the new Ministry of Finance and international best practices. The trainings included topics related to management of the taxes and fees system; functions of the system; taxes and fees collection in the Moldovan legal framework context; the potential for additional sources of revenues; monitoring and control, presentation of performance indicators related to collection of local tax and fee revenues; data on revenue structure of local government in Moldova and in OECD countries; and data on the fiscal burden at local level in Moldova.

IER 2.3: Adopt Service Fees Based on Full Cost Recovery

During this reporting period, LGSP, has developed drafts of service improvement plans for 11 Cohort 1 partner towns. After the plans are approved, LGSP will assist partner towns on service improvement plans implementation including measures to implement cost recovery principles. Full cost recovery is unlikely for many service providers considering the condition of their facilities and the quality of their services.

IER 2.4: Improved Budgeting and Reporting

Continuous awareness and capacity building was strengthened by LGSP with regard to local budgeting and financial management for both the elected officials (mayors and local councilors) and for financial specialists.

During the reporting period, as part of the EMM program, LGSP organized two repetitions of the two days training on Budget Practices for Cohort 2 partner towns (May 15-16, 2014 and May 20-21, 2014). The training was aimed at assisting participants with a general and comprehensive overview of local budget management and best practices from European Union member countries. These practices are easily adaptable to Moldova, in the context of the new legal framework created by the changes of the Law of Local Public Finances, to be applied starting on January 1, 2015.

Also, during the training, specific problems encountered in Moldova related to the general management of the local budget were discussed. Considering the provisions of the current Moldova Government Activity Program, Strategic Development Program of the Ministry of Finance, and the National Decentralization Strategy, the audience showed high interest in the promotion and introduction of program budgeting which will be applied starting with January 1, 2016.

Through the last quarter of this year, LGSP worked with partner towns and outlined the importance of the budget preparations process as one the most important planning activities of the local government. On June 18, 2014, LGSP organized a one-day

Issues mentioned by LPA at the trainings and assistance on Budget Practices:

- financial autonomy and emancipating LPA from the full control of raions and creating incentives for better collecting the own revenues will change behavior and approach in the fiscal and budgetary management at local level
- motivated to collect as much revenue as possible, restraining the spending to its specific needs
- will integrate the revenue generation process activities in the strategic planning and service improvement processes
- low management and problem-solving capacity when it comes to optimize municipal revenue generation potential
- continued capacity building to strengthen local budgeting and financial management in conditions created by the new local public finance: program budgeting; specific tools for revenues enhancement
- continued involvement of LGSP partner towns' staff together with local elected officials, in order to increase the predictability of budget practices and to reduce the area of ad-hoc / discretionary decisions.

workshop on the annual budget development process. The workshop aimed at assisting the participants in promoting best local practices to improve their public financial management and to draft the annual budget for 2015 in line with the current changes in the legislation, in particular the Law No. 267 on Local Public Finances, adopted on November 1, 2013.

In addition, based on the Year 3 Work Plan and as a result of LGSP partner towns' requests, LGSP provided seminars and individual technical assistance on the Annual Budget development process. It aimed to assist the partner towns in annual budget drafting and planning of local taxes and fees for 2014. Subsequently, individual technical assistance for 2015 was initiated in order to meet the necessary deadlines in budget planning and the current changes of legislation for the local governments.

Based on the accumulated knowledge and toolkits, LGSP partner towns improved local budget calculations for 2014 and for 2015, through revising the management and principles of local taxes and fees procedures establishment.

As an outcome of LGSP technical assistance, the follow partner towns managed to increase the total budget revenues for 2014 year comparing to 2013 year, as:

Partner town	Increase, %	TOTAL REVENUES, mln. MDL	
		2013	2014
Rezina	90	12	22.8
Telenesti	76	7.2	12.7
Ocnita	61	4.4	7.1
Briceni	61	9	14.5
Straseni	61	14.2	22.9
Cimislia	51	8.7	13.2
Ungheni	46	40.1	58.5
Floresti	46	9.6	14
Cantemir	37	3.8	5.3
Stefan Voda	35	8.1	10.9
Șoldănești	31	7	9.2
Ialoveni	30	17.3	22.4
Sângerei	29	10.4	13.4
Glodeni	24	5.7	7.2
Leova	22	8.8	9.5

Partner town	Increase, %	TOTAL REVENUES, mln. MDL	
		2013	2014
Orhei	21	23.9	28.9
Basarabasca	18	6.7	7.9
Edinet	17	15	17.5
Comrat	16	25.8	29.9
Cahul	12	35.4	39.6
Drochia	12	10.4	11.6
Donduseni	10	4.8	5.3
Causeni	10	8.6	9.5
Făleşti	7	9.2	9.8
Criuleni	6	6.5	6.9
Calarasi	6	11.04	11.72
Hincesti	4	12.6	13.1
Soroca	3	19.9	20.5
Taraclia	2	11.34	11.57

As a result of LGSP assistance, **26 partner towns** managed to increase own revenues:

Rezina – 94%
Edinet – 52%
Leova – 28%
Ungheni-27%
Floresti-21%
Cahul - 18%
Causeni-13%
Comrat-12%
Ialoveni -11%
Briceni-11%
Stefan Voda-10%
Straseni-9%
Orhei-9%
Sângerei-8%
Telenesti -7%
Soldanesti-7%
Anenii Noi-6%
Călărași-6%
Criuleni-5%
Basarabasca- 5%
Ocnita- 5%
Taraclia-3%
Nisporeni-2%
Drochia-1%
Riscani-1%

As it is presented in the table above, the highest increase of total revenues was achieved by Rezina (90%) (the local taxes collection rate from economic agents doubled), Ocnita (61%), Cimislia (51%), Ungheni (46%), Stefan Voda (35%), Șoldănești(31%), Ialoveni(30%) and Singerei (29%). The main reason of total budget revenues growth was the growth of special funds from national and external funds, also own resources increase.

The maximum growth of own revenues was accomplished by Rezina (94%), Edinet (52%), Leova (28%), Ungheni (27%). The main reason for the own sources increases were the increases in the tax rate for commercial units and/or social service provision, tax rate for area development, and real estate tax ratio. Some LPAs introduced a fee on waste disposal for individuals and a rent payment for property. The tax rates were approved based on Local Council decisions for 2014 within the limits set by the Tax Code of the Republic of Moldova.

In addition to the initially provided individual technical assistance on budget project development for 2015, at the end of the reporting year a SOW for follow-up individual technical assistance was drafted on developing the annual budget final for 2015. The follow up technical assistance is planned to be provided next quarter (October 13 - December 8, 2014) in order to meet the necessary deadlines in budget planning and the current changes of legislation for the local governments.

IER 2.5: Increase Citizens' Access to Information on Available Financial Resources

During the reporting period, LGSP assisted partner towns to improve their capacities with regard to increasing the transparency of local financial information. The provided assistance was twofold: raising awareness with regard to the importance and the need for institutionalizing of financial transparency; and assistance in developing informational materials on local finances, to be distributed among citizens of the partner towns.

With regard to the aim of institutionalizing local finances transparency, LGSP has ensured that the requirement for financial transparency was part of the internal procedures of the town halls, provisions in this regard being included in the Internal Communication Regulation as well as in the template of the Action Plan on Communication, citizen participation, and transparency. In addition, during individual coaching sessions on online communication, LGSP emphasized the need to post public data online, including data on local finances and taxes. Towns publish on their official websites and / or Facebook page, information on Local Council sessions dedicated to the discussion of subjects related to the local budget execution (Leova and Taraclia), and information regarding the online tool mpay.gov.md for paying property taxes (Singerei), inform citizens about modifications to the local taxes (Leova), or establish the amount of taxes to be paid by local private companies (Anenii Noi) etc.

To help increase mayoralities' financial and fiscal transparency during the reporting period, LGSP assisted partner towns in developing an informational booklet with information on local finances. The informational material offers citizens accessible information on the local budget as well as the way their tax money is spent. The informational booklets include the most important data from the local budget with a special emphasis on the total budget, planned revenues and expenses for the current year. Besides providing citizens information on local finances, the informational booklets also provide citizens with contact data of their mayorality, as well as information about possible ways for citizens to get involved in decision making at the local level. In the reporting period LGSP provided assistance in developing local finances informational booklets for 13 mayoralities that expressed interest in developing this tool: Briceni, Cimislia, Ialoveni, Leova, Singerei, Taraclia and Soroca, Telenesti, Straseni, Floresti, Falesti, Causeni, Cantemir. Mayoralities were

provided the electronic version of the booklet, to be printed locally and distributed to citizens during their visits to the town hall, or on the occasion of other public events organized by the town hall. Furthermore, as part of the MPI presentations conducted by LGSP in the partner towns, a special emphasis was put on discussing the issue of low citizen awareness with regard to local finances and ways of resolving the problem. As a result of these presentations, participants acknowledged the fact that mayoralties often have many misperceptions about what citizens know with regard to the financial aspects of local decision making, and expressed their support to the idea of developing and disseminating the informational booklets on local finances.

Next steps will include assisting town halls to develop similar informational booklets with budgetary information for the upcoming year, in order to be distributed to citizens during public hearings on the budget proposed for the next year.

Besides the development of informational booklets, the LPA web-platform, currently in the final development phase, will include a compartment dedicated to transparency of local finances which will allow citizens to easier access information of the local budgetary revenues, expenses and local taxes.

Component 3 Municipal Energy Efficiency Improved –

The energy efficiency sector has been identified by the GoM as a priority because 94 percent of all energy consumed is imported. As a member of the EU's Energy Community Treaty, Moldova passed the Law on Energy Efficiency in 2010, which requires conformity with the EU Energy Services Directive (ESD). The Law requires the raion councils to hire energy managers to perform energy management within their territory; develop Local Energy Efficiency Programs (LEEPs) every three years; draft Municipal (local) Energy Efficiency Action Plans (LEEAPs) annually; and, based on the LEEAPs, prepare Energy Efficiency progress reports.

The National Program on Energy Efficiency was approved in 2011 and contains the basic tasks and indicators to be achieved by 2020, including a 25 percent reduction in CO₂ gas emissions. The GoM established the Agency for Energy Efficiency (AEE) to facilitate the implementation of this national program. A National Fund on Energy Efficiency was also created to finance projects in the energy efficiency field in line with the national program.

The majority of donor organizations active in Moldova are heavily involved in energy efficiency efforts, including:

- SIDA, which acts as the leading donor in the energy efficiency sector, concentrating its efforts on adapting energy efficiency legislation to European standards and to the development of a National Energy Efficiency Action Plan;
- GIZ, which is providing support to Regional Development Agencies to update regional development strategies with energy efficiency components and develop operational plans at the regional level (North, Center, and South), including training for the Regional Development Agencies staff in energy efficiency;
- UNDP, which is implementing a biogas component in its energy efficiency program; and
- EU, which is providing budgetary support for the development of the National Energy Efficiency Action Plan.

IER 3.1 Energy efficiency programs and action plans developed and implemented

Activities for Cohort 1 towns:

In accordance with the Law on Energy Efficiency, during the reported period, the partner towns contributed to the creation of Local Energy Efficiency Plans. LGSP continued to provide TA for Cohort 1 partner towns to develop these three-year LEEPs, as well as one-year action plans (LEEAPs).

The following results of the technical assistance were obtained:

- 11 LEEPs were developed and presented for the approval to the partner towns from Cohort 1. The final versions of the LEEPs included comments and proposals from LPAs obtained during and after Draft LEEP presentation for the partner towns (held in January and February 2014).
- All 11 LEEPs were approved through the Mayor's or Local Council decision.

The LEEPs development facilitated the procedure of accessing the funding from EEF for two objects included in the LEEPs:

- Kindergarten no. 2 from Taraclia, Contract price 3,03 mln MDL (EEF contribution of 2,20 mln MDL), and
- Kindergarten no. 3 from Telenesti, Contract price 1,445 mln MDL (EEF contribution of 1,157 mln MDL).

Based on the developed LEEPs (approved by the local councils), the partner mayoralities selected one activity which is supported by LGSP with development of Concept Notes and Energy Audits mandatory to access the financial sources available at the EEF. The EEF is available to finance EE measures for public sector (public buildings and street lighting) in the total amount of 150 mln. MDL.

The development of energy audits (conducted by ProEnergy Company) started in September 2014 after a tendering procedure among the local companies. The energy audits will be fulfilled by the end of December 2014.

The Concept Notes and energy audits will be developed for one selected municipal objective from each of 11 partner towns of Cohort1 as follows:

- | | |
|--------------|-------------------------------|
| - Ialoveni | Kindergarten No. 5 "Licurici" |
| - Taraclia | Street lighting |
| - Straseni | Kindergarten No. 3 |
| - Causeni | Street lighting |
| - Comrat | Street lighting |
| - Singerei | Kindergarten No. 5 |
| - Soldanesti | Kindergarten "Andries" |
| - Telenesti | Street lighting |
| - Rezina | Kindergarten No. 2 |
| - Drochia | Kindergarten No. 8 "Florica" |
| - Orhei | Street lighting |

LGSP will assist the partner towns with facilitation and monitoring during the project implementation by providing technical supervision.

Activities for Cohort 2 towns:

Prior to launching the LEEP development process for the Cohort 2 partner towns, LGSP focused on building the capacity of local level energy efficiency personnel. The support was provided to partner towns in appointing energy efficiency managers or designating an existing town official with responsibility for energy efficiency policy and measures. The EE responsible is cooperating with raion authorities and LGSP in the development of LEEPs.

LGSP, in collaboration with EnCon, improved the earlier developed EE training materials on the basis of those already developed by LGSP through EMM training for Cohort 1 towns and additionally included practical aspects gained during elaboration of LEEPs.

On February 19-21, 2014 an EMM training session was provided for mayors and responsible staff from 20 towns of Cohort 2 in the domain of Energy Efficiency. This was an important step before starting TA in development of LEEPs for Cohort 2 partner towns.

The following results of the training were:

- The participants obtained basic information on EE Planning and Budgeting and have the understanding about further technical assistance in elaboration of LEEPs and LEEAPs;
- The evaluation of the training was very positive, and significant interest was manifested especially by the EE specialists. Beside the municipalities, there was an important representation from AEE, UNDP and CALM.

After the EMM training, technical assistance for the LPAs of Cohort 2 partner towns, to develop Local EE Programs, started in August 2014. This effort reflects the provisions of Energy Efficiency Law, when LPAs are obliged to contribute in developing the Local Energy Efficiency Programs and Plans (these local Programs and Action Plans will be a substantial contribution to the raion documents).

By the end of the reporting period, LGSP, in partnership with EnCon, provided technical assistance to ten towns from the Cohort 2 in developing LEEPs. The rest of Cohort 2 towns will be visited in the beginning of Year 4 of the project (October and November 2014).

The following results of the technical assistance were obtained:

- 10 partner towns from the Cohort 2 were visited and most of initial information for LEEPs development collected.
- 4 Draft LEEPs were developed (for Briceni, Ocnita, Drochia, and Soroca) and presented for feedback to the partner towns from the Cohort 2. The feedback will be considered when developing the Final version of the LEEPs.

Based on the developed LEEPs, the partner Mayoralities should select one activity which will be supported by LGSP with elaboration of a Concept Note and Energy Audit in order to apply for financing to the EE Fund (similar to Cohort 1 towns).

Other activities:

Beside activities mentioned above, LGSP continued to facilitate and guide LPAs in the process of correctly completing the mandatory forms needed to apply for funding in accordance with the EE Fund's regulation. During the LEEPs presentation held in January and February 2014, the LPAs obtained all the relevant information concerning the procedure of funds accessing.

Specific assistance was provided to the Mayoralty of Causeni in developing Project Proposals for EE measures in two local kindergartens.

As well, LGSP provided support for three partner towns (Cahul, Taraclia and Causeni) in developing Concept Notes for Grant Applications as part of Sustainable Urban Demonstration Projects financed by European Commission. This activity (if selected) could attract funding in rehabilitation of urban street lighting using up-to-date EE solutions.

IER 3.2 Energy efficiency monitoring and evaluation plans and systems established and utilized.

Activities under this objective are aimed at equipping partner towns with a tool necessary to utilize energy efficiency monitoring and evaluation (M&E) systems. This is a key step to a meaningful LEEP planning process, which shall be continued during Y Year 4 of LGSP.

During the reporting period, LGSP developed a simple energy efficiency M&E tool (in Excel format) to contribute to the reporting and evaluation of the EE activities (projects) foreseen in the LEEPs. It is able to estimate the amount of reduced CO₂ when EE measures are implemented.

The assistance program includes training and facilitation of the LGs to use such an M&E reporting module on a permanent basis. Among others it consists of:

- Using simple energy efficiency monitoring tool/table; and
- Calculating indicators needed for donor and GoM investments (Tasks 4, 5, and 6).

This simple tool helps the mayors and the municipal EE responsible persons analyze and answer a list questions related to energy efficiency:

- The rate of municipal energy expenses compared to the annual municipal budget and the historical trend of energy expenses;
- The list of municipal objects and the energy consumption rates for each object;
- The list of implemented EE measures out of those indicated in the LEEP (year of implementation and investment costs included);
- The saving rates (MWh/year, MDL/year, tCO₂/year) foreseen after the implementation of EE measures (data from LEEP).

Before installation, the M&E tool was tested in the towns of Ialoveni and Taraclia to check its working performance. The feedback from both towns was positive.

After the testing period, the M&E tool was installed in the rest of Cohort 1 partner towns and local staff trained to use it.

The Cohort 2 partner towns will be provided with the M&E tool as well, after the development of the Local EE Programs.

IER 3.3 Citizen understanding of energy efficiency and its benefits improved

In order to help increase citizens' level of awareness of energy efficiency and its benefits, LGSP has conducted a wide Energy Efficiency Public Awareness Campaign that aimed to inform the local population about the benefits of Energy Efficiency. The Energy Efficiency public awareness campaign included a series of activities carried out during the reporting period: development and distribution of campaign materials (circa 6,560 posters, and 320 000 flyers) as well as promotional t-shirts and fabric bags in all 32 partner towns; publication of a series of six articles on energy efficiency published in 16 local newspapers (members of the Independent Press Association network); conducting 11 thematic Open Lectures on Energy Efficiency in 10 partner towns; 4 award ceremonies for the participants of the energy efficiency contests were organized in Telenesti, Ialoveni, Taraclia and Orhei. It is estimated that the campaign reached out to circa 56500 people by means of the open lectures and the thematic publications in local press as well as to more than 300 000 people from the partner towns, by means of the printed informational materials.

Energy Efficiency thematic articles

To bring the Energy Efficiency Campaign message to a wider audience, LGSP cooperated with the Association of Independent Press (API), a nationwide network of local newspapers, in order to publish a series of six energy efficiency thematic articles. The articles appeared once in two weeks, in 14 local newspapers part of the API nationwide network. In addition to that, in order to reach out to Russian-speaking audiences from communities in the south and the north of the country, the articles

were translated in Russian and published in two Russian-language newspapers: “SP” and “Vesti Gagauzii”, covering the respective regions.

The energy efficiency articles addressed subjects of interest to both local public administrations as well as to the wider citizen audience. The covered topics included advantages of buildings’ thermal insulation, renewable energy sources, case studies of efficient heating systems, energy efficient street lighting solutions, and possible sources of financing energy efficiency projects. Based on the circulation numbers of the 16 API network newspapers, it is estimated that the informational articles reached out to approximately 55,000 persons from all 32 LGSP partner towns.

Planning sessions on the Energy Efficiency Public Awareness Campaign

To ensure proper organization of the energy efficiency public awareness campaign, and also to help local public administrations consolidate citizen engagement skills, LGSP conducted planning sessions in all 10 towns of Cohort 1, Singerei, Straseni, Rezina, Telenesti, Causeni, Ialoveni, Orhei and Soldanesti, and remotely with Taraclia and Drochia. During these planning sessions, LGSP and LPA representatives discussed the campaign scenario and the activities scheduled as part of the public awareness campaign. The towns were provided with campaign materials produced by LGSP, including energy efficiency posters, flyers, campaign cotton bags, and campaign T-shirts for volunteers.

Thematic open lectures on energy efficiency

A key element of the energy efficiency public awareness Campaign was the thematic open lectures on “Why do we need to use energy efficiently?”, which were carried out in 10 towns of Cohort 1: Taraclia, Straseni, Rezina, Singerei, Telenesti, Drochia, Ialoveni, Soldanesti, Causeni, and two lectures in Orhei. The open lectures were carried out in one of the local schools, targeting pupils from the 5th to 12th grades. The event comprised a lecture on the need of using

Impressions from the first launch of the EE campaign in Taraclia:

- After the launch, one of the high school teachers who coordinated the volunteers approached LGSP to thank the team and mentioned how important that the activity was for the pupils. She said that pupils were very active, eager to get involved, and felt as if they were part of something important they could contribute to in their community and beyond.
- Pupils and youth felt motivated to become volunteers in the future, following the examples of their colleagues.
- The young generation enjoyed the idea of the contest and it is expected to become popular among youth in Taraclia.

energy efficiently in day-to-day life, various energy saving opportunities in households, as well as easy-to-replicate energy saving behaviors. The lecture featured a projection of a thematic cartoon, especially popular with the young audience of the open lectures. As part of the open lecture the mayoralty announced a competition for youth on the topic of energy efficiency, in three categories: photography, drawing and blog publications. Finally, all participants were offered energy efficiency informational flyers and campaign fabric bags, in order to help further disseminate the campaign message.

At the completion of the Energy Efficiency Public Awareness Campaign, contests awards ceremonies were conducted in the towns of Telenesti, Ialoveni, Taraclia and Orhei. The events were organized by the towns' mayoralties to reward children that took part in the energy efficiency contest. The winners were offered nominal diplomas, and an energy efficiency prize set that included energy efficient LED bulbs and flashlights (powered by solar batteries), as well as a campaign T-shirt and cotton bag.

The average number of participants in the open lectures carried out in each of the ten partner towns was around 150 pupils. Considering this, the estimated number of pupils that have participated in the open lectures carried out in 10 Cohort 1 towns is around 1,500 people. The gender composition of the participants was a relatively balanced one, although the proportion of participating women and girls was usually greater than that of men and boys. Because of the large number of participants, it was not possible to precisely disaggregate their numbers.



Sample poster and flyer of the Energy Efficiency Public Awareness Campaign

Dissemination of campaign informational materials in partner towns.

Prior to the open lecture event, each mayoralty from Cohort 1 worked closely with a local team of volunteers in order to disseminate the campaign informational materials, including around 200 campaign posters and around 10,000 informational flyers that were posted in public spaces, and distributed in local public institutions, enterprises, and kindergartens.

In order to motivate the volunteers' team and consolidate their partnership with the local public administration, the volunteers were invited to a team lunch with the mayor and were offered nominal Certificates of Gratitude signed by the town mayor and the LGSP COP. This approach is meant to encourage the local public

administration to involve young volunteers in various citizen engagement activities, as well as to encourage volunteering among local youth. The gender composition of the volunteers' teams was predominately women.

In parallel with Cohort 1 partner towns, mayoralities from Cohort 2 towns took part in the energy efficiency public awareness campaign by disseminating the energy efficiency public awareness campaign informational materials developed by the LGSP project, including around 200 posters and 10,000 flyers in every partner town. Thus a total number of 6,400 A2 posters, 160 A1 posters, and 320000 A5 flyers were distributed in all 32 towns participating in the project.

Section 3: OPERATIONS ACTIVITIES

EMM Summit

On July 1, 2014, LGSP, in partnership with the State Chancellery, held its Third Excellence in Municipal Management (EMM) Summit in Moldova. Mayors, deputy mayors from the LGSP partner towns, the Government, Ministry for Regional Development and Constructions, Ministry of Environment, donors, CALM, civil society, academia and media representatives participated. During the event, participants learned about the LGSP partner towns' successful projects, including two public-private partnerships to develop parking spaces in Straseni and improve public transportation in Taraclia. Telenesti and Singerei also presented their projects on waste water treatment plants to be implemented in 2014-2015.

LGSP partner towns that successfully completed the eight modules of the EMM training program were awarded certificates of excellence. Diplomas were awarded and mayors expressed their gratitude to the U.S. Government for the LGRP and LGSP projects. Quotes from mayors about the project and how the EMM Program contributed to their town hall staff and municipal enterprise staff capacity building, can be found in the box above.

Some of the mayors' impressions shared during the EMM Summit:

- **Roman Ciubaciuc, mayor of Cantemir:** *Through the EMM Program we managed to bring a local initiative to a new quality level, working for an increased access and efficiency of local service provision, earning this way an improved attitude on behalf the community.*
- **Constantin Cojocari, mayor of Edinet:** *The practical elements of the EMM Program extended the visionary horizons of the participants, consolidated their capacities, contributing this way to strengthening the potential of our town. The trainings were useful especially with respect to the decentralization reform that our country is pursuing. Here I would also like to emphasize the importance of the citizen satisfaction survey that LGSP performed with respect to the public services provision in the locality.*
- **Vladimir Popa, mayor of Stefan Voda:** *USAID LGSP is the only project that has invested into the consolidation of human resources at the town hall level. We have consolidated our capacities with regard to financial management, strategic and urban planning, asset management. I strongly believe that this investment makes us more prepared to face the challenges awaiting us in the context of decentralization and will allow us to attract more investment into our town.*
- **Nicolae Melnic, mayor of Calarasi:** *We felt the impact of the LGSP project over the activity of our town hall. It would be good that after elections the new local councilors be trained.*

The Quarterly Mayors' Meeting, organized as part of the summit, provided an opportunity for mayors to meet, exchange ideas, and discuss solutions to common problems faced by their communities.

Quotes from the speakers at the EMM Summit:

- **H.E. William H. Moser, U.S. Ambassador:** *We consider LGSP one of our most important projects. The implementation of the new system that provides fiscal autonomy to the local authorities is the cornerstone of the decentralization reform agenda. The Government's commitment to ensure that the new system is rolled out nationally by 2015 is commendable. I look forward to seeing this fully implemented by January 2015 as the U.S. supports Moldova's aspirations towards European integration and a free and democratic society.*
- **Sergiu Palihovici, Deputy Secretary General of the Government:** *You, the mayors are the most important party in this country – the party of citizen who elected you and base upon you. We are grateful to USAID for this support offered to mayors and we hope for a continuous fruitful collaboration.*
- **Liviu Oboroc, Deputy Minister for Regional Development:** *the LGSP's necessity in the regions is obvious, as it helps LPAs efforts in ensuring the necessary conditions for a good local governance. Only through a consolidated assistance in the sector the relevant policies will find their way to implementation.*
- **Tatiana Badan, CALM President:** *We want to thank the U.S. Ambassador, as through LGSP the town halls now have best practices and success stories to share.*

A Towns' Exhibition took place with stands where towns represented their main projects, activities and development priorities. Pictures of the exhibition and the awarding event can be accessed on the LGSP Facebook Page:

<https://www.facebook.com/USAIDLocalGovernmentSupportProject>. The U.S. Ambassador. H.E. William Moser, socialized with the mayors while enjoying the exhibited stands for each town.

The State Chancellery was represented by the Deputy Secretary General Mr. Sergiu Palihovici. The Deputy Minister for Regional Development Mr. Liviu Oboroc had expressed his gratitude for the donors in building local and regional development.

Kent Larson, the Country Director, Diana Cazacu, COR, and Roman Purici, the PR responsible, represented USAID. Danielle

Keulen, Deputy Head of the Project Department had a speech on behalf of the EU Delegation. Tatiana Badan, the CALM president also addressed congratulatory words to the EMM graduates.

A total number of 104 people participated at the Summit, including 62 men and 42 women.

Media was represented by Moldova 1 and Jurnal TV.

Administration and project management

Personnel (*see Annex A. Organizational Chart*)

During this reporting period, performance of the field office staff was evaluated and annual merit increases were awarded.

Several staff members resigned and vacancies were advertised and filled:

1. Deputy Chief of Party
2. Operations Manager
3. Capacity Building Specialist
4. Project Driver
5. Administrative Assistant / Bookkeeper.

The position of Procurement Manager became vacant in September 2014. During October 2014 it will be filled.

In the reporting period, LGSP has announced several Requests for Proposals:

- Development of Socio-Economic Development Strategies;
- Performing of PPP feasibility studies in Public Transport Services and in Urban Parking;
- Development of WEB platform for LPA;
- Implementation of Citizen Information and Service Centers;
- Performing Diagnostic analyses and development of Service Improvement plans;
- Development of energy audits and project applications;

Chemonics International, Inc. conducted in the LGSP field office an annual financial compliance and review. John Battaile, Manager/FCR spent the last week of August 2014 with the Operations Department reviewing the contracts with the subcontractors, personal files, bank transactions and petty cash, budgets, reconciliation and inventory. The outcome of the financial compliance and reviews is positive. No exceptions were found. Several suggestions were made for simplifying procedures.

Cooperation with International and Local Partners

During the reporting period, LGSP maintained active collaborations with the national institutions, donors, and other partners, by participating in Sectorial Councils, Donors' Dialogues, National and International Conferences, by inviting its partners to the trainings and events organized by LGSP, as well as by unifying efforts in producing joint events and activities.

Government of Moldova:

LGSP collaborated and supported the **State Chancellery** in public finance trainings until support for the State Chancellery was restricted.

On October 7, 2013, LGSP took part in the Joint Partners Meeting organized by the State Chancellery, and on October 29, 2013 participated in the State Chancellery PPP & IMC meeting, offering feedback for legislation to clarify the ability of local governments and service providers to create IMCs.

On February 7, 2014, LGSP, in partnership with the State Chancellery, organized the Stakeholder Round Table to present the Citizen Information and Service Center Concept (CISC), to potential partners and beneficiaries. During the event, the State Chancellery presented the Draft Strategy on Public Administration Reform (considering the reorganization of public services). The State Chancellery mentioned the importance of organizing CISC in conformity with and in the context of the Public Administration Reform Strategy for 2014-2020 (draft).

On February 14, 2014, LGSP attended an official meeting with the Deputy Secretary General of the Government, Sergiu Palihovici. Mr. Palihovici was named the key person responsible for the government's relations with the local public authorities and reforms on decentralization and promotion of local autonomy. The meeting was attended by the Country Program Officer, the COR, LGSP COP and DCOP, and the LGSP M&E specialist. The State Chancellery has developed the Monitoring and Evaluation Methodology for the National Decentralization Strategy and for the Action Plan. They borrowed ideas from the indicators for the MPI proposed by a subcontractor of LGSP, which the State Chancellery considered as a major LGSP contribution.

On July 1, 2014, LGSP organized the EMM Summit, where Sergiu Palihovici, the Deputy Secretary General of the Government, awarded diplomas together with Scott Johnson to the EMM graduates.

Additionally, Victoria Cujba from the State Chancellery participated in the Human Resources training with a motivational message for the participants.

On December 10-11, 2013 LGSP attended the **E-Governance** Forum on “Driving Innovation and Productivity in the Public Sector”. The purpose of this event was to present the most innovative trends, approaches and best practices for high-quality delivery of public services and an efficient public administration. The topics discussed were the Governments` ability to adapt to rapid change generated by modern technologies; ecosystems of innovation within the government; and techniques and tools used in design thinking to promote innovation in the public sector. The second day of the event was related to Design Thinking principles and tools applied to co-create “new solutions” and improve the delivery of public services, support the development of more open and collaborative public agencies and an innovative culture within and across central/local government organizations. On September 12, 2014 LGSP and E-Gov partnered in conducting the Workshop on Social Networks and Impact on Transparency at the Local Level. The Moldavian-Korean Centre also partnered by offering the computer laboratory free of charge.

LGSP also collaborated with E-Gov Centre on the development of the town halls’ webpages.

LGSP had good cooperation with the **Ministry for Regional Development and Constructions (MRDC)**, with regards to strategic planning, urban planning and the synchronization of local and regional policies. The LGSP Municipal Planning and Service Advisor participated in a meeting on Urban Planning at the Ministry for Regional Development and Constructions on October 18, 2013. In the framework of the Capacity Building in Regional Development in the Republic of Moldova Twinning Project, a seminar on “Looking ahead to an Integrated System of Regional Development and of Spatial Planning” took place on December 10, 2013.

LGSP participated in the Foreign Assistance Sectorial Council organized by the Ministry for Regional Development and Constructions on January 16, 2014. The DCOP presented the LGSP urban planning efforts and related activities alongside presentations by other donor organizations.

On May 21-22, 2014, the Ministry for Regional Development and Constructions and GIZ invited LGSP to the 4th International Conference on Overcoming Regional Disparities. The LGSP COP, DCOP and the Municipal Planning Advisor participated. Topics such as inter-municipal cooperation, the need of having sectorial strategies, and regional development were discussed. The event also referred to the funds absorption capacity at the local level and the need of strengthening the LPA’s capacity to attract and manage investments in the conditions of the new EU funds becoming available.

On September 18, 2014, LGSP DCOP and the M&E specialist had a meeting with Svetlana Rogov of the Ministry for Redevelopment and Constructions about the Telenesti USAID-ADR Centru Project on Waste Water Treatment Facility, where

LGSP proposed to assist with trainings on the technical operation and maintenance of the Waste Water Treatment Facility (WWTF). Svetlana shared with LGSP the information on the funding opportunities for the towns, referring to the donors that Moldova is not typically accessing (such as Horizon, Visegrad Fund, CEI, SDC, GIZ, cross-border opportunities, Czech grants, and Austrian soft loans).

On September 19, 2014, LGSP participated in the Donors' Meeting, the First Dialogue on Regional Development in Costesti and Ialoveni hosted by the MDRC and co-organized with GIZ and RDA Center. The meeting initiated the series of quarterly meeting to be organized, having the aim to increase the transparency and efficiency of the t the assistance and to create a coordination mechanism at the executive level.

On October 30, 2013 LGSP participated in the Conference on "Transparency of LPAs through joint activities of media and civil society", organized by Regional Development Agency Center (**RDA Center**), in partnership with Contact Center, Magenta and UNDEF. Another RDA Center event (in partnership with GIZ) was the Public Consultation on the Sectorial Regional Programs on Waste Management and Energy Efficiency in Public Buildings" that took place on December 19, 2013 in Ialoveni.

On May 7, 2014, the RDA Center, as part of the Contact consortium, provided a presentation at our strategic planning workshop for Cohort 2.

On September 25, 2014, LGSP participated at the signing of the Memorandum of Cooperation for the Telenesti WWTF project. The memorandum was signed between the Regional Development Fund (MRDC fund), RDA Center, town hall of Telenesti and the town hall of Inesti (neighboring village). U.S. Embassy (Kara McDonald) and USAID (Kent Larson) attended the event, as co-founders. The mayor mentioned the benefits obtained by the town hall due the LGSP project, and thanked the project for MPI, the diagnostic analysis and the service improvement plan.

On December 10, 2013, the **Ministry of Environment (MoE)** hosted the Donors Council on Waste Management. LGSP's chief of party attended. The meeting focused on the lack of financing from EU to the waste management sector, a fact which will have to be considered in developing the Service Improvement Plans and the specific recommendations related to investment attraction in the waste management area.

On February 21, 2014, the M&E specialist participated in the Donors Council on Water & Sanitation. It covered topics such as the regionalization of water and sanitation and water security – using surface (and not underground) water. The M&E specialist mentioned the diagnostic analyses of water and sanitation service providers in eight towns performed by LGSP that were previously sent to the Ministry of Environment representatives. The deputy Minister of Environment expressed

appreciation for the diagnostic analyses performed by LGSP, recognizing them as the most thorough analyses they have received to date.

On March 20, 2014, the COP and then Municipal Coordinator Alexandru Pelivan participated in the Water Provision and Sanitation National Conference, organized by the MoE in cooperation with CALM. LGSP presented the main findings of the diagnostic analyses performed and upcoming activities regarding the Service Improvement Plans.

On May 15, 2014, LGSP participated in the National Conference on Waste Management, organized by the MoE and CALM.

On the May 23, 2014, the Water and Sanitation Sector Coordination Council took place at the MoE. The LGSP DCOP made a detailed presentation about the findings from the diagnostic analyses performed for the Cohort 1 towns and the service improvement plans. The Minister of Environment presented on the National Environment Strategy: Action Plan and possible involvement of donors. A CALM representative presented their study on inter-municipal cooperation in the area of water and sanitation. Each participant of the Water and Sanitation Sector Coordination received a DVD from LGSP with diagnostic analysis reports and service improvement plans.

On September 24, 2014, LGSP COP and DCOP met with Serafima Tronza, head of the Water Management Department at the MoE. The discussion was about the EBRD agreement on the rehabilitation of the Soroca-Bălți water pipe and the networks in the raions of Floresti, Soroca, Singerei, Telenesti, Riscani and Drochia. LGSP informed once again the Ministry of Environment representatives about project activities (diagnostic analysis and service improvement plans) and inquired additional information on EBRD financed project on water and sanitation.

LGSP had several working meetings with the representatives of the **National Agency for Energy Efficiency (AEE)** to present LGSP activities under the *Improvement of Municipal Energy Efficiency* component and introduce better coordination of training and technical assistance activities at the local level to avoid overlapping and miscommunication with local governments. LGSP invited AEE to be as partner in the Energy Efficiency Campaign in towns. As a result, the EE posters, leaflets, bags, T-shirts, and press releases have both logos.

The **Ministry of Finance (MoF)** has kindly offered the information materials on the new system of local public finances for the LPA Trainings (jointly organized by SC, LGSP & UNDP). On April 17, 2014 LGSP participated at the presentation of the Report on Strengthening Local Fiscal Autonomy in the Republic of Moldova financed by UNDP.

The Moldova **Fiscal Inspectorate** participated in the LGSP EMM Training on revenue enhancement.

On September 8, 2014, LGSP (COP and DCOP) met with **Moldova Apa-Canal Municipal Association (AMAC)** and discussed the opportunity for collaboration by offering trainings to the towns' municipal associations in strengthening their capacities with regard to equipment maintenance, cost efficiency and other functional aspects. An important training to be provided by AMAC will be the one for the Telenesti WWTF personnel, when the facility is completed.

Donors, international partners:

During Y3, LGSP cooperated with the numerous development partners while assisting the Moldova Government and the local authorities in pursuing their path towards autonomy and improved public services.

The main mutual areas of concern for LGSP and **UNDP** were public finance, gender, revenue enhancement, CISC, transparency and energy efficiency. Together with UNDP and CALM, LGSP conducted financial management trainings for the raions (towns plus neighboring villages), covering all the Republic of Moldova. Technical assistance with preparing budgets was offered to the partner towns. Special attention was given to the four pilots nominated by the new amendment of the Public Finance Law.

On November 29, 2013 LGSP initiated a Gender Group, gathering partners such as UNDP, GIZ, NDI and CALM. The first meeting took place. Prior to that, a separate meeting on gender took place with NDI on October 29, 2013. Unfortunately, no further meetings took place, as all the members (except NDI) have left their organizations.

On April 10, 2014 the LGSP M&E/ Communications Specialist had a meeting with the **JILDUP UNDP** Project to discuss the opportunities for cooperation over the elaboration of the Revenue Enhancement Guide, which stands on the agenda of both organizations.

On April 17, 2014 the LGSP DCOP and the Finance Specialist participated in the presentation of the *Report on Strengthening Local Fiscal Autonomy in the Republic of Moldova* organized by UNDP.

On July 21, 2014 LGSP met with JILDUP to discuss revenue enhancement and the CISC interaction with their one-stop-shops. COP, DCOP and the Financial Advisor

participated on behalf of LGSP. Mihai Roscovan, ex-minister of Finance Veaceslav Negruta and Zinaida Adam took part on behalf of JILD. On July 22-25, 2014 JILD (M. Roscovan and V. Negruta) participated in LGSP revenue enhancement training. On July 29-30, 2014 LGSP participated in the UNDP training on Liquidity Management at IDIS Viitorul.

The **UNDP Biomass Project** participated in LGSP's EE training on February 19-21, 2014, presenting their program and promoting the EU support in the amount of EUR 1300 for each purchased biomass boiler. Another meeting took place on April 11, 2014 with the UNDP Biomass Project, to discuss their Energy Efficiency Campaign and the opportunities for cooperation. They were planning to extend their campaign to the LGSP partner towns in summer. LGSP shared the LEEPs so that potential objectives (kindergartens, etc.) from our towns' are considered for installing of biomass boilers.

A meeting on mutual cooperation with the **USAID Novateca Global Libraries** project took place on October 24, 2013. As a result of the meeting, LGSP was invited to place the available resources on their platform. Scott Johnson has donated a set of EE Guides to the Novateca Library in Orhei on behalf of LGSP. After two years of piloting, Novateca has launched its program at the national level, i.e. in all libraries of Moldova on March 27, 2014. The COP participated in the event.

LGSP has joined efforts with the other USAID projects, CEED-2, BRITE, ROLISP, ACED in organizing an USAID tent during the Orhei Town Day. LGSP has involved children, youth and adults in a Citizen Discussion Club.

During this reporting period, the LGSP DCOP participated in the Review Committee of Applications for the Moldova Partnerships for Sustainable Civil Society – a five-year project supported by **USAID and implemented by FHI 360**. The purpose of the project is to consolidate a more professional and sustainable civil society sector that is responsive to constituent needs and influences policymaking, while also fostering an enabling legal framework for civil society organizations. More than 60 applications for two grant programs: Support to Moldovan Civil Society Development Grants Program and the Engage Partners Grants Program were thoroughly reviewed. The Moldova Partnerships for Sustainable Civil Society will finance several civil society organizations that will take a leading role in the priority areas for civil society development: advocacy and constituency engagement; capacity development service provision; and civil society sector-related legal and regulatory reform.

With regard to the cooperation with **Peace Corps (PC)**, volunteers (Briceni, Telenesti, Rezina, and Anenii Noi) stay in touch with LGSP's municipal coordinators, and contribute to town hall activities whenever possible. For example in Rezina, a volunteer is helping the town hall with placing information on social networks,

assisting with events, with proposal writing and grants accessing. On June 9, 2014 COP and Municipal Coordinator presented for the PC volunteers the areas for mutual cooperation.

A meeting with the **EU Delegation** representative Mr. Jordi Rodríguez Ruiz took place on March 18, 2014. The COP and Municipal Coordinator participated in the discussion public administration reform. The COP informed the EU Delegation representative about the LGSP interventions. The EU Delegation to Moldova is preparing for a comprehensive mapping of activities related to public administration reform, including the decentralization process. At the meeting, LGSP and the EU Delegation agreed to exchange information related to reforms in local governance coordinate activities that will ensure positive synergies and avoid overlapping.

On June 12, 2014, the **EU Delegation** and **MIEPO** organized the International Investors Conference. LGSP participated and learned about the one-stop-shop practices, about how LPAs can and should ease up businesses' opening and attract investors at the local level, about the role of LPAs in managing the Free Economic Zones, and the impact they might have for the towns.

At the invitation of the EU Delegation, LGSP participated in the EU Sustainable Energy Week from June 23-29, 2014, partnering with GIZ, UNDP, AEE and EEF.

On March 21, 2014 a **Visegrad Fund EU** project "*Introducing the EU standards in Moldova: towards a new model of cooperation and planning*" was launched. A meeting with the project coordinator Alexandru Stratan took place on February 18, 2014, prior to their launch. The COP and strategic planning advisor participated and discussed strategic planning tools and opportunities for cooperation, creating synergies and avoid overlapping. The project, to be implemented through November, focuses on training LPAs on the issue of planning/implementation and inter-municipal cooperation; organizing study visits for selected public authorities from Moldova to the Visegrad countries to share good knowledge on planning and system functionality; organizing an international conference on Regional Development and Inter-municipal cooperation; and developing integrated development plans for four selected municipalities.

LGSP participated in the **GIZ** Meeting on the Water and Sanitation Training Curricula, developed in partnership with the Technical University (October 29, 2013). On the 20th of May 2014 GIZ organized a meeting on waste management, including other donors active in the domain and a team of experts from Romania who were elaborating a comprehensive matrix on waste management. COP and DCOP participated and shared with GIZ experts and other stakeholders on issues faced by local public administration/municipal utilities in provision of services related to waste management.

On May 20, 2014, GIZ organized a meeting on waste management, including other donors active in the domain and a team of experts from Romania who were creating a comprehensive matrix on waste management. The LGSP COP and DCOP participated and shared ideas with GIZ experts and other stakeholders on issues faced by local public administration/municipal utilities in provision of services related to waste management.

On May 13, LGSP COP and DCOP met with the **Austrian Coordination Bureau for Technical Cooperation (ADA)** to share the service improvement plans so that ADA can analyze them and see if they can contribute with financing for any of the objectives.

On May 19, 2014, the LGSP COP and DCOP participated in the Donors Meeting on Water and Sanitation, which was organized by the **Swiss Cooperation Office (SDC)**. The main purpose of the meeting was to exchange information on donors' activities in the area of water and sanitation. LGSP representatives made a brief presentation on the results of diagnostic analysis reports and service improvement plans. Also, each participant, including representatives from the Swiss Cooperation Office, EU Delegation, Austrian Development Agency, Czech and Slovak Embassies, GIZ, Millennium Challenge Account Moldova, ApaSan Project, and EBRD, received a DVD from LGSP, with all above mentioned documents.

Another meeting took place on May 26, 2014 with the **APASAN** Swiss Project on Water and Sanitation. LGSP invited them to the EMM trainings and activities that relate to public services provision and IMC.

On September 18, 2014 LGSP met with Joint Mission of the SDC and ADA. The Major objective of the mission is: Analysis of potential relevant options for joint Swiss / Austrian intervention in the water sector in Moldova (focusing on institutional framework) for 2015-2017. LGSP informed Mission representatives about project activity in the area of service improvement (with particular emphasis on diagnostic analyses and service improvement plans).

CALM and Civil Society:

CALM launched its IMC Study on Water & Sanitation on October 18, 2013. LGSP participated at the presentation and contributed to discussions.

CALM has participated in the EMM program, a CALM representative being a local trainer in the Service Delivery session. LGSP has shared with CALM all available information on diagnostic analysis of municipal utilities. LGSP and CALM have coordinated the exhibition for the National Mayors' Conference organized by the Government of Moldova on February 14, 2014.

LGSP is member of the Best Practices Committee, with **IDIS Viitorul NGO** and UNDP. On November 21, 2013, LGSP has actively participated in the Best Practices Gala, making awards for Good Governance: citizen participation and successful community partnerships. On July 2, the Committee met for the 2013 best practices selection.

Communications

During year 3, LGSP appeared in local and national media reflecting events like Strategic Planning Public Hearings, Asset Management activities, Communications and Public Engagement Training, and the Human Resources Training. The Master Class with the three mayors from Romania got the attention of the media from Romania, as well. The big events such as the CISC Conference (February 7, 2014), the EMM Summit (July 1, 2014), the Asset Management Best Practice sharing workshop attended by the U.S. Ambassador, visits of high officials from the U.S. embassy and the USAID to the LGSP partner towns, as well as the Energy Efficiency Campaign, received special attention in the national and local media.

During the events co-organized with partners or at which LGSP participated as guest, LGSP products, such as strategies developed, LEEPs and LEEAPs, Asset Management Guide, models of Asset Management Plans, Internal Communications Guidelines, Citizen Guide on Participation in Public Hearings were exhibited and disseminated. Such events were the National Mayors' Conference, organized by the Government of Moldova on February 14, 2014, the EU Sustainable Energy Week, organized by the EU Delegation, and the First Donors' Dialogue on Regional Development, organized by the Ministry for Regional Development with GIZ support.

LGSP distributed the Communications Guide for LPAs and the Energy Efficiency Guide, posters, leaflets, eco-bags and flyers that were part of the LGSP EE Campaign. Local Energy Efficiency Programs and Plans as well as the Diagnostic Analyses raised interest among partners (Ministry of Environment, MRDC), Chisinau town hall and rural localities.

In the framework of the Energy Efficiency Public Awareness Campaign, posters, fliers, T-shirts, and cotton bags with the EE Public Awareness Campaign logo were produced. Six energy efficiency thematic articles were developed and published in 16 local and regional newspapers, reaching an estimated audience of 55 000 people.

Press releases were produced to reflect the financial management seminars for the three pilot raions, the launch of the EMM -2, the Master Class with the mayors from Romania, the adopted strategic plans, the EMM Summit, the Asset Management workshop attended by the U.S. Ambassador, the CISC Conference.

During the reporting period, towns became more very active in promoting their events and showing greater transparency with regard to the local decisions, by displaying information in the social media and on their websites.

For the Study Visit in Romania, certificates were produced, along with bags with the Project logo, program and towns descriptions.

For the Third Excellence in Municipal Management Summit Certificates of Excellence for Mayors, a Graduation Newsletter with mayors' impressions about the EMM Program and the Study Visit, press release and other materials required for the Towns Exhibition planned as part of the event were produced.

The long and short versions of the Towns' Socio-Economic Development Strategies have been produced, published, and distributed to the towns during the EMM Summit. The first cohort of towns also received their printed LEEPs, Diagnostic Analysis, and Service Improvement Plans.

For the visits of special guests from the U.S. Embassy, USAID, and the Chemonics home office, LGSP prepared towns profiles along with one-pagers with information about the activities performed by the town in collaboration with LGSP.

LGSP activities were frequently reflected in the media: local newspapers, town hall websites and Facebook pages, national news blogs and regional TV stations. Detailed links can be found in **Annex H**.

Section 4: Upcoming Activities

With regard to IERs under Component 1

- Establishment of Citizen Information and Service Center in Singerei, Orhei and Taraclia;
- Develop service improvement plans for Cohort 2 partner towns;
- Technical assistance package to improve the public service delivery (development of service improvement plan);
- Assist in accessing funds and grants ;
- Coaching sessions in 10 towns, to assist LPAs draft actions plans on communication and citizen participation;
- Assist 19 town halls in conducting public hearings of their Social Economic Development Strategic Plans;
- Assist 5 LPAs in drafting periodic newsletters;
- Promote the newly created LPA websites and official Facebook pages, by means of online ads;
- Assist the LPAs in updating the information on websites (local finances, public hearings, local council sessions' agendas, public procurement, etc.);
- Assist 4 town halls in organizing public discussion clubs / focus groups for establishing citizen councils (citizen feedback groups);
- Assist the created local citizen councils to conduct working sessions

With regard to IERs under Component 2:

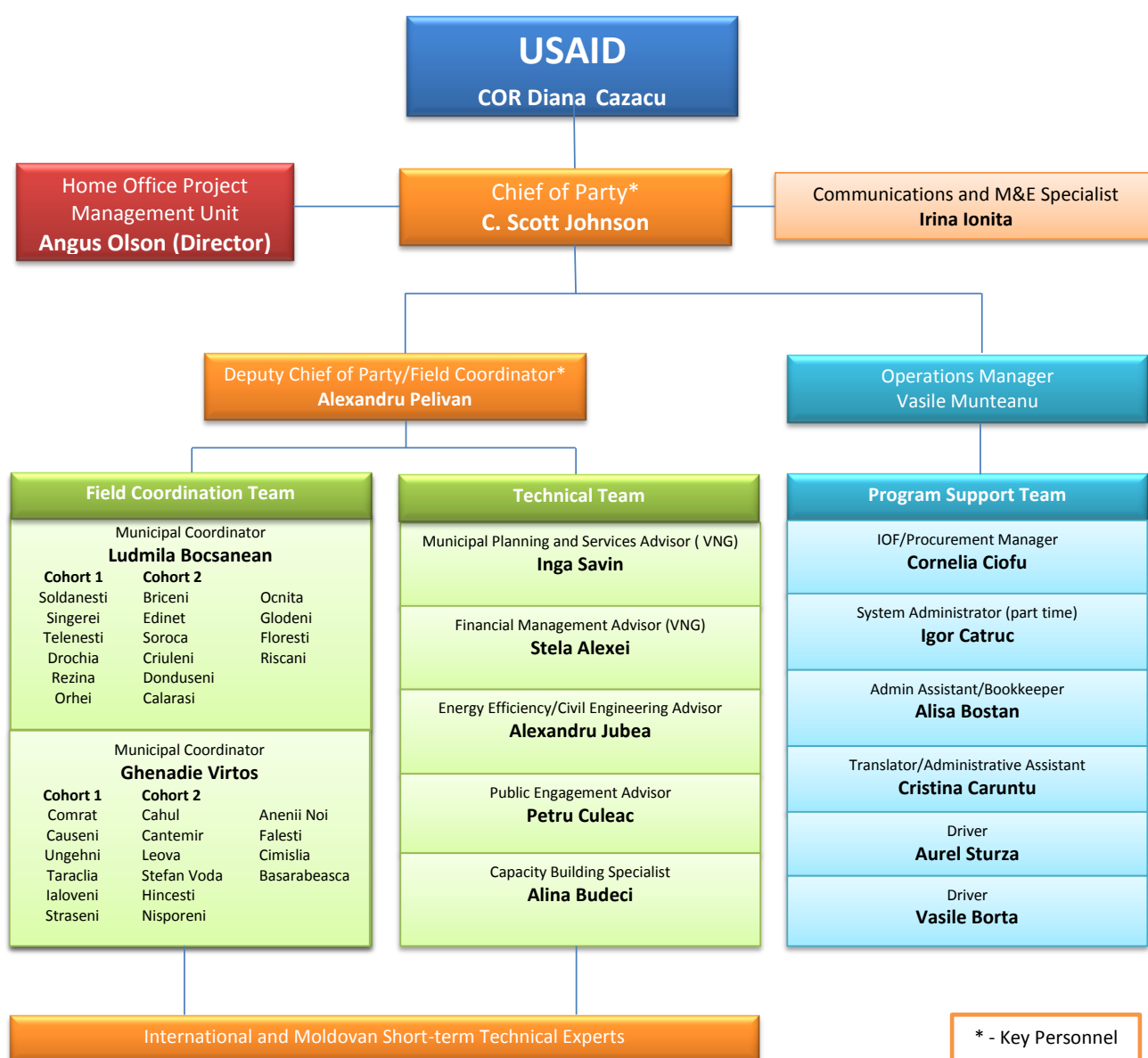
- Assist partner towns on Municipal Property/Asset Management improvement performance.
- Launching the RFP for PPP's implementation in one-two most viable partner towns.
- Organize and assist most viable partner towns PPP's implementation.
- Assist on developing and implementing Capital investment plans.

- Provide trainings and technical assistance on Liquidity Management, on Program and Performance Based Budgeting, new Budget Classification and Accounting systems (IFRS), on Budgeting Practices for Local Governance officials on the first mandate.
- Organize Study Tour and on the job training for local experts on Program and performance Based Budgeting - Slovak model and Liquidity Management
- Assist on annual budget preparation improvement.
- Assist partner towns with developing the mechanism and basis for the solutions to be implemented on Revenue Enhancement: Effective Taxes and Fees Collection.
- Assist LPAs in developing informational leaflets and /or infographics on local budget and assets;
- Assist town halls in publishing data on local finances and assets on LPAs websites and social networks;
- Support partner towns in conducting public hearings on annual budget.

With regard to IERs under Component 3:

- Assist partner towns (Cohort 1) with elaboration of Concept Notes and Energy Audit in order to access the financial sources available at the EE Fund;
- Assist partner towns (Cohort 2) to develop the three-year Local EE Programs (LEEPs), as well as one-year action plans (LEEAPs);
- Part of the capacity building efforts, organize a study visit for energy efficiency managers from Cohort 1 and 2 partner towns;
- Conduct an Energy Efficiency public awareness campaign;

Annex A. USAID LGSP Organizational Chart



Annex B. Training Activities

Nr.	Date	Name of the training	Location	Trainers	Number of participants	Out of which, women	No. pers./hours	Towns participating	Target group	Topics covered
1.	November, 17-18-19, 2013	“Citizen Involvement and Communication Techniques in a Modern City”	Chisinau, Vadul lui Voda, Vatra Elita Pension	Mirela Buzarin, Nicu Cretu, Lucian Ilica, Irina Ionita, Petru Culeac, Rodica Garstea	28	13	672	20 towns, Cohort 2	- Mayors, - PR Specialists.	<ul style="list-style-type: none"> • Communication and its importance. Online tools for communication and public engagement. Open Government at the local level. LPA Transparency. • Gender equality, LPA activities and citizen involvement. • Organizing a Public Awareness Campaign.
2.	December, 3-4, 2013	Master Class “Managing a modern city”	Chisinau, Vadul lui Voda, Vatra Elita Pension	Tudor Pendiuc, Gheorghita Botirca, Emil Draghici	30	5	480	32 towns, all Cohort 1&2 and CALM members	Mayors of all Partners Towns.	<ul style="list-style-type: none"> • Decentralization process; Local Development, Local Budget; Financial Management; Transparent decision-making; • Communication with citizens; Associations of local authorities in Romania.
3.	December, 17-18 and December, 19-20, 2013	Human Recourses Management, Integrity and Good Governance	Chisinau, Summit Events and Conference Center	Henk Bruning, Tatiana Saptefrati	24	13	768	20 towns, Cohort 2	- Mayors, Secretaries - Specialist for HRM.	<ul style="list-style-type: none"> • Good Governance and Personnel Management; • Good Governance and Integrity; Evaluation and professional performance; • The implementation of the HRM legal framework of the Republic of Moldova
4.	January 23-24 and 28-29, 2014	Property and Asset Management	Chisinau, Summit Events and Conference Center	Deyan Kavrakov, Iosif Cerbureanu	46	23	736	20 towns, Cohort 2	- Mayors and deputy mayors - local counselors, - architects, - financial specialists - cadastral	<ul style="list-style-type: none"> • Municipal asset management inventory and registry, asset classification and management; decision making; • Public property Key Performance Indicators and Level of Service Standards; • Performance management and cost control; asset management software and data management; • Municipal property user agreements.

									engineers	
5.	February 19-20-21, 2014	Energy Efficiency and Renewables	Chisinau, Summit Events and Conference Center	Veselka Kambourova, Rusan Surugiu, Nicolae Glingeana	49	12	548	20 towns, Cohort 2	-Mayors, - energy managers, - CALM, - API	<ul style="list-style-type: none"> • Main challenges in improving energy efficiency; • Municipal energy planning, energy budgeting and the municipal level, financial instruments used in municipal projects in using renewables and improving energy efficiency; • Documents and legal framework; case studies.
6.	27 – 28 March, 1 – 2 April, 2014	Public Service Delivery	Chisinau, Summit Events and Conference Center	Jim Budds Ion Beschieru	43	30	559	15 towns, Cohort 2	-local counsellors, -managers of the municipal enterprise, -economists of municipal enterprise.	<ul style="list-style-type: none"> • the role of the LPA; • role of public services in the RM; • services cost analysis; • analysis of the incomes; • possibilities for the public services delivery in the RM; • contracting the public services; • needs assessment; • communication, awareness raising and involvement of the citizens in the field of public services; • management of the quality of the LPA.
7.	15 – 16, 20 – 21 May 2014	Budget practices	Chisinau, Summit Events and Conference Center	-Victor Giosan -Galina Colun	29	22	449	15 towns, Cohort 2	- accountants, -chief accountants, -mayors, -deputy mayors, -planning specialists.	<ul style="list-style-type: none"> • budget management; • performance indicators; • management of budgetary expenses; • case study of Siret town, Romania; • management of the investments; • local budget policies; • analysis of budgetary performance; • methodology of local budget; • budget documents.
8.	24 – 25, 26 – 27 June 2014	Urban planning	Chisinau, Summit Events and Conference Center	-Pieter Wiekeraad - Veaceslav Bulat	29	5	464	17 towns, Cohort 2	-mayors, -deputy mayors, -architects, -cadastral engineers.	<ul style="list-style-type: none"> • introduction into urban planning; • role of urban planning in cities development; • general presentation of the situation in the RM: <ul style="list-style-type: none"> • legal framework, • competences and responsibilities of the local and central public administration;

										<ul style="list-style-type: none"> • urban planning instruments; • general urban plan; • sustainability (urban development, economic development, social development, public service development); • involving citizens in urban planning process
9.	22 – 23, 24 – 25 July 2014	Revenue enhancement	Chisinau, Summit Events and Conference Center	-Victor Giosan -Ludmila Gropa	41	18	574	17 towns, Cohort 2	-mayors, -planning specialist -tax collector -finance specialist	<ul style="list-style-type: none"> • General principles - management of taxes and fees, function of the tax collection system, organizational structure, tax collection process; • Tax and fee collection in Moldovan context – evaluating local revenue streams and their potential, tax benchmarking, adjusting to new legislation; • Tax collection process in the EU – legal issues, creating awareness among tax payers, solving complaints; • Code of ethics and conduct for tax administration staff

ADDITIONAL TRAINING ACTIVITIES IN PUBLIC FINANCE

1.	December, 2, 2013	The new amendments to the Local Public Finance Law	Basarabescă	Constantin Gudima, Iurie Bobeico	37	23	148	Basarabescă Town Hall and all 7 mayoralities	Mayors and Chief accountants	<p>The purpose</p> <p>What does mean financial decentralization?</p> <p>Which are the changes of the budgeting methodology for LPA?</p> <p>The main steps of the new budgeting process</p> <ul style="list-style-type: none"> • Advantages and disadvantages of the new amendments
2.	December, 6, 2013		Ocnita	Galina Colun, Iurie Bobeico	39	24	156	Ocnita Town Hall and all 21 mayoralities		
3.	December, 9, 2013		Riscani	Constantin Gudima, Iurie Bobeico	43	29	172	Riscani Town Hall and all 28 mayoralities		

Annex D. List of Contact Information for Cohort 1&2 Partner Towns

Town/Name	Contact info	Email	Address
Straseni Mayor - Casian Valentina	Office 0 237 2 23 43 Mobile 0 69 23 50 00	vcasian@mail.ru	Straseni, 32 M.Eminescu str, MD 3701
Project Focal point ² - Svetlana Radu	Office 0 237 2 29 47 Mobile 0 67 12 29 47	primarcasian@gmail.com	
Ialoveni Mayor - Caracuian Gheorghe	Office 0 268 2 24 84 Mobile 0 69 76 49 96	primaria.ial@mail.md	Ialoveni, 45 Al. cel Bun str, MD 6801
Project Focal point - Tamara Castrasan	Office 0 268 2 49 99 Mobile 0 78 48 00 41	tcastrasan@yahoo.com	
Causeni Mayor - Repesciuc Grigore	Office 0 243 2 25 54 Mobile 079551158	primaria@causeni.org	Causeni, 3 I.Radu str, MD 4301
Project Focal point – Vasluian Maria	Mobile 079653665	primaria@causeni.org	
Ungheni Mayor - Ambros Alexandru	Office 0 236 2 24 37 Mobile 0 69 14 13 03	primar.ungheni@gmail.com	Ungheni, 7 Nationala str, MD 3600
Project Focal point - Cristofor Codreanu	Office 0 236 2 36 36 Mobile 0 69 16 78 11	crdd_ungheni@yahoo.com	
Comrat Mayor - Dudoglo Nicolai	Office 0 298 2 26 60 Office 0 298 2 68 65	primaria.comrat@gagauzia.md	UTA Gagauzia, Comrat, 36 Tretiacov str, MD 3805
Project Focal point -Ivaniov Piotr	Mobile 0 7 99 17 900	iv_piotr953@mail.ru	
Taraclia Mayor - Fillipov Serghei	Office 0 294 2 33 93	Prim-tar@mail.ru	Taraclia, 128 Lenin str, MD 7401
Project Focal point -Alexandr Boremechkov	Office 0 294 2 59 88		
Soldanesti Mayor - Tinica Alexandru	Office 0 272 2 23 05 Mobile 0 79 77 44 95	tinica_a@yahoo.com	Soldanesti, 8 Pacii str, MD 7201
Project Focal point - Aliona Tinica	Office 0 67 42 96 88 Mobile 0 79 88 98 07	aliona_tinica@yahoo.com	
Drochia Mayor - Grozavu Igor	Office 0 252 2 25 99 Mobile 0 68 37 77 53	primariadrochia@mail.ru	Drochia, 15 a Independentei str, MD 5201
Project Focal point - Gorebivski Natalia	Mobile 0 60 08 66 18		
Rezina Mayor - Cebotari Mihail	Office 0 254 2 16 53 Mobile 0 69 36 11 12	ala-1977@mail.ru	Rezina, 1, 27 August str, MD 5401
Project Focal point - Iurie Rusu	Office 0 254 2 31 31 Mobile 0 69 05 54 14 Mobile 0 67 43 20 78	primariarezina@mail.ru	
Telenesti Mayor - Lelic Vadim	Office 0 258 2 25 30 Mobile 0 69 27 36 90	primariatelenesti@gmail.com lelicv@gmail.com	Telenesti, 31 August 1989 str, MD-5801
Project Focal point - Nastase Nicolaie	Office 0 258 2 20 88 Mobile 0 69 51 00 42	nicolaens@gmail.com	
Orhei Mayor - Colun Vitalie	Office 0 79 60 90 16	orhei_primaria@mail.md colunv@mail.md	Orhei, 160 V.Mahu str, MD 3501
Project Focal point - Lupan Elena	Office 0 235 3 21 66 Mobile 0 69 37 60 12	elena.lupan@orhei.md	
Singerei Mayor - Doga Vasilie	Office 0 262 2 24 80 Mobile 0 68 11 15 54	primaria.singerei@mail.ru	Singerei, 124 Independentei str, MD 6201
Project Focal point - Cucos Lucia	Office 0 262 2 67 60 Mobile 0 69 23 92 15	lucia.cucos@mail.ru	

² Each partner town appointed responsible staff member of mayoralty as a coordinator (focal point) for the USAID/LGSP activity in the town.

COHORTS 2			
Calarasi Mayor – Nicolae Melnic	Office 0 244 2 36 01 Mobile 0 69 38 70 17	info@calarasi-primaria.md	Calarasi, 19 M.Eminescu str, MD 4400
Project Focal point ³ - Lilia Rata	Office 0 2442 11 12 Mobile 0 79 77 06 55	liliarata@yandex.ru	
Ocnita Mayor – Galiana Zalevscaia	Office 0 271 2 23 61 Mobile 0 69 23 71 14	primaria-ocnita@rambler.ru	Ocnita, 1 Mihai Viteazu str, MD7101
Project Focal point – Eugen Sipcalov	Office 0 271 2 38 70 Mobile 0 79 67 74 42	primaria.ocnita@mail.ru	
Glodeni Mayor – Bogdan Iulian	Office 0 249 2 22 36 Mobile 0 69 38 92 15	primaria-glodeni@mail.md	Glodeni, 4 Suveranitatii str, MD 4901
Project Focal point – Inga Stepankevici	Mobile 0 67 19 43 85		
Floresti Mayor – Grigore Cojocaru	Office 0 250 2 59 52 Mobile 0 68 69 38 86	primariafloresti@mail.md	Floresti, 30 A Stefan cel Mare str, MD 5001
Project Focal point – Valeriu Furdui	Mobile 0 68 50 06 55	vfurdui@yandex.ru	
Riscani Mayor – Victor Bogatico	Office 0 256 2 31 63 Mobile 0 69 98 26 03	aserediuc1@rambler.ru	Riscani, 31 August 4 str, MD 5601
Project Focal point – Aurora Aserediuc	Office 0 256 2 21 70 Mobile 0 60 80 87 00		
Briceni Mayor – Mihail Gnatiuc	Office 0 247 2 28 01 Mobile 0 69 10 76 36	noradruzi@mail.ru	Briceni, 28 Independentei str, MD 4701
Project Focal point – Eduard Magaliuc	Office 0 247 2 21 95 Mobile 0 69 15 01 95		
Edinet Mayor – Constantin Cojocari	Office 0 246 2 29 30 Mobile 0 68 74 62 20	costelus67@rambler.ru	Edinet, 30 Octavian Cirimpei str, MD 4601
Project Focal point – Rodelia Vasilcov	Office 0 246 2 28 30 Mobile 0 69 08 95 86	cchai@narod.ru	
Soroca Mayor – Elena Bodnarenco	Office 0 230 2 26 60 Mobile 0 69 44 54 65	msoroca@mtc-sr.md	Soroca, 5 Stefan cel Mare str, MD 3001
Project Focal point – Vladimir Caldare	Mobile 0 68 32 77 70		
Criuleni Mayor – Vitalie Onisciuc	Office 0 248 2 25 85 Mobile 0 69 01 63 62	tcantir@gmail.com	Criuleni, 12 Biruintei str, MD 4801
Project Focal point – Tatiana Cantir	Office 0 248 2 27 45 Mobile 0 68 52 69 39		
Donduseni Mayor – Simion Rotaru	Office 0 251 2 22 03 Mobile 0 69 53 56 50	primariadonduseni@mail.ru	Donduseni, 49 Independentei str, MD 5101
Project Focal point – Ludmila Musteata	Office 0 251 2 22 05 Mobile 0 67 43 88 10		
Hincesti Mayor – Alexandru Botnari	Office 0 269 2 58 55 Mobile 0 69000440	primariahincesti@mail.md	Hincesti, 130 Mihalcea Hincu str. MD 3401
Project Focal point – Anadela Tofilat	Office 0 269 2 34 93 Mobile 0 69372559	adela_tofilat@yahoo.com	
Nisporeni Mayor – Ion Gangan	Office 0 264 232 42 Mobile 0 69096679	nisprim@mail.ru	Nisporeni, 55 Alexandru cel Bun str. MD 6401
Project Focal point – Moldovan Cristina	Office 0 264 232 42 Mobile 0 79103283	nisprim@mail.ru	
Leova Mayor – Buraga Eugen	Office 0 26322763 Mobile	primaria@mtc-lv.md	Leova, 22 Unirii str. MD 6301
Project Focal point – Codreanu Galina	Office 0 263 22003 Mobile 0 67603274	galinacodreanu@mail.ru	
Cantemir Mayor – Ciubaciuc Roman	Office 0 273 22254 Mobile	cantemir.primar@gmail.com	Cantemir, 2 Trandafirilor str. MD 7301
Project Focal point – Bazilevici Anatolie	Office 0 273 22254 Mobile 0797 25303	primaria.cantemir@gmail.com	
Basarabeasca Mayor – Nicolaev Nicolai	Office 0 297 21495 Mobile	primaria.basarabeasca@mail.ru	Basarabeasca, 57 Karl Marx str., MD 6701
Project Focal point – Andrei Mihailov	Office 0 297 21 494 Mobile 0 69554367	primaria.basarabeasca@yandex.ru	

³ Each partner town appointed responsible staff member of mayoralty as a coordinator (focal point) for the USAID/LGSP activity in the town.

Anenii Noi Mayor – Mihail Cheibas	Office 0 265 2 26 65 Mobile 0 799 71701	primaria-anenii-noi@yandex.ru	Anenii Noi, 6 Suvorov str. MD 6501
Project Focal point - Tarasenco Ecaterina	Office 0 265 2 2670 Mobile 0 79971704	primaria-anenii-noi@yandex.ru	
Falesti Mayor – Victor Zalevski	Office 0 259 23447 Mobile 0 695 82963	primar@falesti.md	Falesti, 73 Stefan cel Mare str. MD 5901
Project Focal point – Soldan Maria	Office 0 259 23446 Mobile 0 69948768	msoldan@falesti.md	
Stefan Voda Mayor – Vladimir Popa	Office 0 242 23053 Mobile 0 682 81318	primariastefanvoda@yahoo.com	Stefan Voda, 31 Stefan cel Mare str. MD 4201
Project Focal point – Moloman Sergiu	Office 0 242 22153 Mobile 0 69867333	Sergiu_moloman@yahoo.com	
Cimislia Mayor – Gheorghe Raileanu	Office 0 241 25739 Mobile 0 67408600	primar@cimislia.md	Cimislia, 14 Stefan cel Mare ave. MD 4101
Project Focal point – Florin Berejan	Office 0 241 24135 Mobile	viceprimar.economie@cimislia.m d	
Cahul Mayor – Petru Burlacu	Office 0 299 22400 Mobile 0 794 82089	primariacahul@gmail.com	Cahul, 6 Piata Independentei, MD 2900
Project Focal point - Oxana Curtev	Office 0 299 22919 Mobile 0 784 97963	primariacahul@gmail.com	

Annex E. List of training materials used in the EMM training's sessions

Date	Name of the training	Name of Power Point Presentation	Other training materials developed or translated
November, 17-18-19, 2013	Citizen involvement and communication techniques in a modern city	<ul style="list-style-type: none"> • The Internal Regulation in Communication for LPA; • Participation and Communications in practice; • Communication tools. Online tools for communication and public engagement. Press releases; • The good experiences of the Romanian's LPA in PR and Communication • Relations between citizens and LPA • LPA and communication s with new press agencies • Public events • Communication in the crisis situations • What do we communicate as a Town? • Gender Equality: an EU Perspective 	<ul style="list-style-type: none"> • Talking points and presentations • Planning an effective PR Campaign (the Toolkit developed by VNG experts) • The Guide for development of the internal communication regulation for LPA
December, 3-4, 2013	Master class Managing a modern city	<ul style="list-style-type: none"> • The Role of the LPA on the Decentralization Process , • The Strategically Planning, using the capital budget found for improved of the urban planning, and Local Public Debt; • Financial Management; • Regional development projects. The role of LPA in accessing EU funds; • Transparent decision-making process, communication with citizens; • Associations of local authorities in Romania, the importance of a strong and well-run association, local association grounds. 	<ul style="list-style-type: none"> • PP presentation for all presented topics • Promotion materials from Romanian LPA
December, 2-6-9, 2013	The new amendments to the local public finance law	<ul style="list-style-type: none"> • Financial decentralization? new system of local government finance; • Advantages and disadvantages of the new system of funding • Calculating specific peculiarities of special purpose transfers? (Education and social payments) 	<ul style="list-style-type: none"> • Additional legal framework information, concerning the new amendments for budgeting process in Moldova; • Study cases on implementation of the local budget in Basarabasca, Ocnita and Riscani.
January 23-24; 28-29, 2014	Property and Asset Management	<ul style="list-style-type: none"> • AM Training 2014 • GPP in Romania Pitesti • PPP for each session 	<ul style="list-style-type: none"> • Definitions document • Templates of regulations, registers and questionnaires • Manual of Public Property

			<ul style="list-style-type: none"> Public Assets Management Plan Template Model AM Action Plan
February 19-20-21, 2014	Energy Efficiency and Renewables	<ul style="list-style-type: none"> Current status and challenges of EE and RES Municipal Energy Planning Energy Budgeting and available funds Funding municipal ESC projects Energy sector policy documents Case studies from mayors' experiences Examples of EE projects. Case studies Simplified methodology for EE EE as a cross-cutting sector (separate presentations for sectors: electricity, gas, heat, water, waste, transportation, etc.) Energy managers. Roles and responsibilities EE work and operational plans Monitoring and Evaluation Street lighting Presentation from UNDP Energy and Biomass Project 	<ul style="list-style-type: none"> Model LEEP Energy Efficiency Guide
27 – 28 March, 1 – 2 April, 2014	Public Service Delivery	<ul style="list-style-type: none"> Public Services Role of the Municipalities Public Finances Alternative approaches Planning Communication Quality Management 	<ul style="list-style-type: none"> Inter-municipal cooperation Manual Public Services Manual Manual on using the opportunities Exercises for the training sessions
15 – 16, 20 – 21 May 2014	Budget Practices	<ul style="list-style-type: none"> Managements of budgetary revenues Management of budgetary expenses Exercise on revenues Management of Investment expenses Exercise on budget management Budget Management Budgetary process on local level Program based management on local level Local budget methodology 	<ul style="list-style-type: none"> Siret and Galati case studies Budget analysis of Siret and Galati towns
24 – 25, 26 – 27	Urban planning	<ul style="list-style-type: none"> Training on Effective Urban Planning 	<ul style="list-style-type: none"> Government decision #626

June 2014		<ul style="list-style-type: none"> • Introduction on Urban Planning • Presentation of the situation in Moldova • Urbanism Documentation • PUG contents • Introduction on the process of the Preparation of a GUP • Sustainable Development • Citizen participation 	<ul style="list-style-type: none"> • Handouts “Plan to plan”
22 – 23, 24 – 25 July 2014	Revenue Enhancement	<ul style="list-style-type: none"> • Management of Taxes and local fees • Evaluating local revenue streams and their potential • Exercises on taxes and revenues • Tax collection, tax monitoring and revenues control • LPA performance in tax management compared to the tax collection process in the EU • Peculiarities of local taxes and fees for 2014 – 2015 • Administration of local taxes and fees in the frame of the new local public finances law. 	<ul style="list-style-type: none"> • Government decision #998 on local tax collection • Administration of taxes. Guideline for the local authorities. Based on the best European practices • Good practices of local taxes collection in Netherlands and Romania

Annex F. List of products developed during reporting period

#	Product Name	No. copies	Status
1	EE posters (A1) - 150		Printed, distributed
2	EE posters (A2) - 6400		Printed, distributed
3	EE flyers (A5) – 320,000		Printed, distributed
4	EE Campaign T-shirts - 250		Printed, distributed
5	Cotton bags with logo - 3000		Printed, distributed
6	LGSP logo notebooks -1000		Printed, distributed
7	LGSP logo pen - 1000		Printed, distributed
8	Energy Efficiency Leaflets	700 in Romanian, 300 in Russian	Printed, partly distributed
9	Easter Cards	60	Printed, distributed
10	Invitations to the EMM Summit	70 in Romanian and 30in Russian	Printed, distributed
11	Certificates of Excellence	240	Printed, awarded
12	Group pictures for the awarding ceremony	20	Printed, awarded
13	Study visit programs and town descriptions	30	Printed, awarded
14	Bags with logo for the study visit	30	Printed, distributed
15	Full version Socio-Economic Development Strategies (SEDS)	270: 9 towns x 30 copies for each town	Printed, distributed
16	short version SEDS Singerei	280	Printed, distributed
17	short version SEDS Rezina	280	Printed, distributed
18	short version SEDS Drochia	400	Printed, distributed
19	short version SEDS Ungheni	700	Printed, distributed
20	short version SEDS Causeni	400	Printed, distributed
21	short version SEDS Soldanesti	140	Printed, distributed
22	short version SEDS Straseni	400	Printed, distributed
23	short version SEDS Comrat	500	Printed, distributed
24	short version SEDS Taraclia	280	Printed, distributed

Annex H. LGSP activities and events reflected in the Media during the reporting period -

ACTIVITY/EVENT	REGION/TOWN	LINK
Cohort 1		
SP announcement, October 8, 2013	Ungheni	http://ungheni.md/prim%C4%83ria-ora%C8%99ului-ungheni-invita%C4%83-to%C8%9Bi-doritorii-la-discutarea-strategiei-de-dezvoltare-a-ora%C8%99ului/
SP announcing working groups, October 8, 2013	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=5441e0a3630038e73d3acc53eafc4150
Inviting citizens to participate to the SP process, October 10, 2013	Drochia	http://www.primariadrochia.md/?pag=news&opa=view&id=293&tip=noutate&start=&l=
Strategic planning, October 12, 2013	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=1a95a316fdbf9d48424703f985662970
Council mtg (SP excluded)_calling citizes to involve more in decision making, October 14, 2013	Causeni	http://www.primaria.causeni.org/noutati/513-consiliului-orasenesc-causeni-din-nou-in-sedinta-de-lucru.html
Second year Action Plan, October 14, 2013	Causeni	http://www.primaria.causeni.org/noutati/512-proiectul-lgsp-n-aciune.html
"Ungheni in 30 min" TV show about LGSP's cooperation with the town hall, October 15, 2013	Ungheni	http://ungheni.md/proiectul-de-sus%C8%9Binere-a-autorit%C4%83%C8%9Bilor-publice-locale/
Invitation to participate to the SP process, October 25, 2013	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=2c9671627fec341e3485231053737f91
Asset MG Technical Assistance, October 29, 2013	Causeni	http://www.primaria.causeni.org/noutati/516-asisten-tehnic-n-domeniul-managementului-proprietii-publice.html
SP workshop, November 13, 2013	Comrat	http://comrat.md/index.php?option=com_content&view=article&id=3169:usaud-&catid=25:2010-12-28-14-50-31&Itemid=71
Budget for 2014 TA, November 15, 2013	Causeni	http://www.primaria.causeni.org/noutati/517-asisten-tehnic-din-partea-lgsp-la-elaborarea-bugetului-pentru-2014.html
EE, November 18, 2013	Causeni	http://www.primaria.causeni.org/noutati/518-politica-pasilor-marunti-de-rezolvare-a-problemelor-institutiilor-prescolare-din-or-causeni.html
Inviting people to participate to the SP process, December 3, 2013	Ungheni	http://ungheni.md/invitatie/
Straseni, SP, November 19, 2013	Straseni	http://straseni.md/index.php?option=com_content&view=article&id=141:planificarea-strategic-a-or-streni--calea-spre-succes

Consulting the SP - placed on web, December 9, 2013	Straseni	http://straseni.md/index.php?option=com_content&view=article&id=145:strategia-social-economic-a-or-streni-pe-perioada-2014-2020-
Public Hearing on SP, December 11, 2013	Straseni	http://straseni.md/index.php?option=com_content&view=article&id=148:-audieri-publice-pe-marginea-planului-strategic-i-proiectului-bugetului-oraului
Public Hearing on SP, December 11, 2013	Straseni	http://straseni.unimedia.info/news/audieri-publice-pe-marginea-planului-strategic-si-bugetului-localitatii-straseni--3351.html
Public Hearing on SP, December 12, 2013	Taraclia	http://nts.md/index.php?option=com_hwdvideoshare&task=viewvideo&Itemid=76&video_id=1100
Public Hearing on SP, December 5, 2013	Drochia	http://gliadrochiana.info/index.php?option=com_content&view=article&id=680%3Ateoria-a-sfarit-practica-urmeaz&catid=31%3Anoutati&Itemid=46
Public Hearing on SP, December 5, 2013	Drochia	http://www.primariadrochia.md/?pag=news&tip=noutate&opa=view&id=300&l=
Announcement Public Hearing and link to the Strategy, December 16, 2013	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=f88e721d56edec963f698f5c86626778
Invitation to consult the Strategy, December 18, 2013	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=3233%3A-2014-2020-&catid=25%3A2010-12-28-14-50-31&Itemid=71
SP Public Hearing, December 20, 2013	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=3248:2013-12-24-13-28-57&catid=17:2009-12-03-14-46-44&Itemid=77
Public Hearing on SP, December	Rezina	http://www.cuvintul.md/article/3983/
Improving public services, December 10, 2013	Causeni	http://www.primaria.causeni.org/noutati/524-autorizaie-de-fucionare-informaie-util-pentru-antreprenori.html
Local Council Decision, December 12, 2013, referring to the Communication and Public Engagement training	Causeni	http://www.primaria.causeni.org/noutati/526-a-13-a-sedinta-extraordinara-a-consiliului-orasenesc-causeni.html
SP approved in Comrat, December 24, 2013	Comrat	http://comrat.md/index.php?option=com_content&view=article&id=3248:2013-12-24-13-28-57&catid=17:2009-12-03-14-46-44&Itemid=77
SP Public Hearing, December 18, 2013	Telenesti	http://www.primariatelenesti.md/news/?nid=553b8912f10a43839f16e3b556685b03
Preparing the Action Plan for 2014, March 10, 2014	Soldanesti	http://www.primaria-soldanesti.md/news/?nid=95f4de77161f1f05ed6a5f8ccf8675e2
USAID mentioned in the Mayor's New Year Congratulatory speech	Ialoveni	http://www.ialoveni.md/
Retrospective on Town hall's collaboration with LGSP during 2013, February 12, 2014	Drochia	http://primariadrochia.md/?pag=news&opa=view&id=310&tip=noutate&start=&l=
LEEP draft placed on the site, February 6, 2014	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=3324:2014-02-06-08-25-21&catid=25:2010-12-28-14-50-31&Itemid=71

LEEP approval by the Local Council, February 7, 2014	Comrat	http://www.comrat.md/index.php?option=com_content&view=article&id=3326:2014-02-07-09-38-36&catid=17:2009-12-03-14-46-44&Itemid=77
Strategic Plan Draft - public discussion	Ungheni	http://ungheni.md/site/wp-content/uploads/2014/02/SDSE-Ungheni-draft_final.pdf
Retrospective on Townhall's collaboration with LGSP during 2013, February 7, 2014	Calarasi	http://www.calarasi-primaria.md/index.php?pag=news&opa=view&id=355&tip=noutate&start=&l=
Internal Communications Guidelines and Action Plan, February 14, 2014	Calarasi	http://www.calarasi-primaria.md/?pag=news&tip=noutate&opa=view&id=361&l=
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://www.europalibera.org/content/article/25240412.html
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://www.agenda.md/
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://omg.md/Content.aspx?id=114385&lang=1
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://www.interlic.md/2014-01-24/ambasadorul-sua-a-participat-la-cursul-de-instruire-in-domeniul-managementului-proprietii-publice-33173.html
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://www.stiri.md/ro/article/519165/ambasada-sua-apreciaz-rezultatele-nregistrate-de-primarul-de-taraclia-n-managementul-proprietii-publice/
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://news.click.md/item/ambasada-sua-apreciaza-rezultatele-inregistrate-de-primarul-de-taraclia-in-manag-9157671
Modernization of the LPAs' procedures of rendering administrative public services, CISC Event, February 7, 2014	Chisinau	http://www.descentralizare.gov.md/libview.php?l=ro&idc=249&id=1175&t=/EVENIMENTE/Nationale/Proiectul-USAID-contribuie-la-modernizarea-serviciilor-administrative-oferte-de-autoritatilor-publice-locale
Modernization of the LPAs' procedures of rendering administrative public services, CISC Event, February 7, 2014	Chisinau	http://www.comunicate.md/index.php?task=articles&action=view&article_id=7593
Modernization of the LPAs' procedures of rendering administrative public services, CISC Event, February 7, 2014	Chisinau	http://www.comunicate.md/index.php?task=articles&action=view&article_id=7581
Modernization of the LPAs' procedures of rendering administrative public services, CISC Event, February 7, 2014	Chisinau	http://unimedia.info/stiri/Modernizarea-serviciilor-publice-administrative-in-vizorul-USAID-i-a-Cancelariei-de-Stat-71921.html
Modernization of the LPAs' procedures of rendering administrative public services, CISC Event, February 7, 2014	Chisinau	http://www.ziare.md/news/modernizarea-serviciilor-publice-administrative-in-vizorul-usaid-i-a-cancelariei-de-stat

Event, February 7, 2014		
Modernization of the LPAs' procedures of rendering administrative public services, CISC Event, February 7, 2014	Chisinau	http://news.portal-start.com/post/modernizarea-serviciilor-publice-administrative-/
Modernization of the LPAs' procedures of rendering administrative public services, CISC Event, February 7, 2014	Chisinau	http://www.ziarelive.ro/stiri/modernizarea-serviciilor-publice-administrative-in-vizorul-usaid-si-a-cancelariei-de-stat.html
Modernization of the LPAs' procedures of rendering administrative public services, CISC Event, February 7, 2014	Chisinau	http://www.moldpres.md/News.aspx?NewsCod=1225&NewsDate=07.02.2014
Launch of the Energy Efficiency Campaign in Taraclia, March 31, 2014	Taraclia	https://www.youtube.com/watch?v=2DzSXnb_BBc&list=UU9DXnRTFgbsfwd38fGtYphA
EE Campaign Telenesti, April 30, 2014	Telenesti	http://www.telenesti.md/index.php?option=com_k2&view=item&id=517:campanie-de-eficien%C5%A3%C4%83-energetic%C4%83-%C3%AEEn-ora%C5%9Ful-telene%C5%9Fti&Itemid=2&lang=ro
EE Campaigning, May 3, 2014	Telenesti	https://www.facebook.com/primariatenesti/posts/400840113389838
EE Campaigning, May 3, 2014	Telenesti	http://telenestionline.md/index.php?option=com_k2&view=item&id=270%3Acampanie-de-eficien%C5%A3%C4%83-energetic%C4%83-%C3%AEEn-ora%C5%9Ful-telene%C5%9Fti&Itemid=42
Strategic Planning workshop, May 12, 2014	Chisinau	http://calm.md/libview.php?l=ro&idc=34&id=1197
Strategic Planning workshop, May 12, 2014	Chisinau	http://www.contact.md/index.php?option=com_content&view=article&id=233%3A14-ora-e-din-rm-vor-avea-strategii-locale-noi-de-dezvoltare-socio-economica&catid=1%3AAactualitate&lang=ro
Strategic Planning workshop, May 12, 2014	Chisinau	http://falesti.md/orasul-falesti/procesul-de-planificare-strategica-de-dezvoltare-durabila-integrata-a-localitatii/item/672-informa%C8%9Bie-general%C4%83#prettyPhoto
EE Campaign Launch, May 28, 2014	Orhei	http://orhei.md/index.php?pag=news&id=736&rid=563&l=ro
EE Campaign Launch, May 14, 2014	Orhei	http://orhei.md/index.php?pag=news&id=736&rid=542&l=ro
EE Campaign Launch	Orhei	http://calm.md/libview.php?l=ro&idc=34&id=1243
EE Campaign Calendar	Orhei	http://www.adrcentru.md/calendarview.php?l=ro&idc=442&id=2224&t=/Calendarul-regiunii/Campania-de-Eficienta-Energetica-in-oraul-Orhei/
LEEP presentation, May 23, 2014	Telenesti	https://www.facebook.com/primariatenesti/posts/409253072548542
LEEP presentation, May 23, 2014	Telenesti	http://www.telenestionline.md/index.php?option=com_k2&view=item&id=274%3Aprogramul-local-de-eficien%C5%A3%C4%83-energetic%C4%83-pentru-consumatorii-prim%C4%83riei-telene%C5%9Fti&Itemid=42

EE Creativity Contest for children, June 1, 2014	Telenesti	https://www.facebook.com/media/set/?set=a.419325808207935.1073741825.123397357800783&type=1
EE Creativity Contest for children, June 1, 2014	Telenesti	http://www.primariatelenesti.md/news/?nid=84540d802dfe8c7bfd699d82c18ef322
EE Creativity Contest for children, June 1, 2014	Telenesti	http://www.primariatelenesti.md/news/?nid=2d71eff9e07200a93dc98daf5b2eb971
Town hall Website development, June 3, 2014	Taraclia	https://www.facebook.com/primariataraclia/photos/a.266051223545752.1073741827.266039563546918/324203801063827/?type=1
CISC establishment notification, June 19, 2014	Taraclia	https://www.facebook.com/primariataraclia/photos/a.266051223545752.1073741827.266039563546918/329260370558170/?type=1
Website elaboration Notification, June 9, 2014	Straseni	https://www.facebook.com/PrimariaStraseni/photos/a.189990364543986.1073741827.189981721211517/234669036742785/?type=1
CISC preparations, July 26, 2014	Singerei	https://www.facebook.com/media/set/?set=a.423588677783138.1073741867.155904251218250&type=1
Official U.S. Embassy visit to Taraclia, August 7, 2014	Taraclia	https://www.facebook.com/primariataraclia/posts/347042948779912
Internal Communication Regulations, September 4, 2014	Orhei	http://orhei.md/index.php?pag=news&id=762&rid=708&l=ro
Internal Communication Regulations, September 4, 2014	Orhei	https://www.facebook.com/primaria.orhei/posts/1478341759088870
Cohort 2		
Signing the Action Plan, October 1, 2013	Cimislia	http://cimislia.md/ro/node/538
Placed the Memorandum of Cooperation with LGSP	Cimislia	http://cimislia.md/ro/node/544
Communications and HR Trainings, November 19-21, 2013	Cimislia	http://cimislia.md/ro/node/579
Communications Training, November 19-21, 2013	Calarasi	http://www.calarasi-primaria.md/?pag=news&tip=noutate&opa=view&id=350&l=
Communications Training, November 19-21, 2013	Stefan Voda	http://primariastefanvoda.md/index.php?pag=news&opa=view&id=158&tip=noutate&start=&l=
HR Training, December 17-20, 2013	Edinet	http://primariaedinet.md/12-2013/seminar-de-instruire-resursele-umane-cheia-spre-descentralizare/

HR Training, December 17-20, 2013	Stefan Voda	http://primariastefanvoda.md/index.php?pag=news&opa=view&id=159&tip=noutate&start=&l=
Public Asset Management TA, February 4, 2014	Stefan Voda	https://www.facebook.com/PrimariaStefanVoda/photos/a.210478992481940.1073741826.210468862482953/210482345814938/?type=1
Public Asset Management TA, February 5, 2014	Cantemir	https://www.facebook.com/587718407976121/photos/a.587742147973747.1073741827.587718407976121/587742151307080/?type=1
Asset Management TA, February 25, 2014	Floresti	https://www.facebook.com/media/set/?set=a.628031067264756.1073741963.466083246792873&type=1
MPI Calarasi, April 17, 2014	Calarasi	http://www.calarasi-primaria.md/index.php?pag=news&opa=view&id=382&tip=noutate&start=20&l=
SP process launch, May 21, 2014	Floresti	http://primariafloresti.md/2014/05/22/initierea-procesului-de-planificare-strategica/
SP workshop on FlorTV, 22 May 2014	Floresti	http://primariafloresti.md/2014/05/22/initierea-procesului-de-planificare-strategica/
MPI, M&E, Gender and Citizen Involvement, May 26, 2014	Floresti	https://www.facebook.com/PrimariaFloresti/posts/673009116100284
SP launch, May 20, 2014	Riscani	https://www.facebook.com/permalink.php?story_fbid=663138730432722&id=663133227099939
EE poster, May 20, 2014	Riscani	https://www.facebook.com/permalink.php?story_fbid=663142090432386&id=663133227099939
MPI presentation, May 26 2014	Floresti	http://primariafloresti.md/2014/05/30/studiu-privind-performanta-activitatii-apl-floresti/
SP process launch, May 16, 2014	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/830384373656532
SP workshop on FlorTV, 22 May 2014		http://primariafloresti.md/2014/05/22/initierea-procesului-de-planificare-strategica/
Strategic Planning launching, May 22, 2014	Floresti	http://flortv.net/news/strategii_de_dezvoltare_a_localitatilor/2014-05-22-1438
Strategic Planning launching, May 22, 2014	Floresti	http://flortv.net/news/strategija_razvitiia_mestnosti/2014-05-23-1439
Strategic Planning launching, May 22, 2014	Soroca	http://sortv.info.md/index.php?option=com_content&view=article&id=2233:atelier-de-lucru-din-cadrul-unui-proiect-de-sus%C8%9Binere-a-autorit%C4%83%C8%9Bilor-publice-locale&catid=58:locale&Itemid=494
Strategic Planing Launch, May 23, 2014	Edinet	http://primariaedinet.md/05-2014/start-pentru-elaborarea-strategiei-socio-economice-2015-2020/
Strategic Planing Launch, May 23, 2014	Edinet	https://www.facebook.com/PrimariaEdinet/posts/672012376224586
Strategic Planing Launch, May 23, 2014	Anenii Noi	https://www.facebook.com/1445012369051991/photos/a.1445029875716907.1073741827.1445012369051991/1507007179519176/?type=1
Website development notification	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/841782779183358
MPI, M&E, Gender and Citizen Involvement, May 26, 2014	Floresti	http://primariafloresti.md/2014/05/30/studiu-privind-performanta-activitatii-apl-floresti/
MPI Edinet, June 4, 2014	Edinet	http://primariaedinet.md/06-2014/evaluarea-performantei-activitatii-apl-a-orasului-edinet/
Asset Management technical assistance, April 4, 2014	Leova	http://primarialeova.md/2014/04/16/usaidd-sustie-programele-sociale-pentru-modernizarea-societatii/

Study Visit in Romania, June14, 2014	Chisinau	http://calm.md/libview.php?l=ro&idc=34&id=1287&t=%2FSERVICIUL-PRESA%2FNoutati%2FPrimarii-din-Republica-Moldova-au-efectuat-o-vizita-de-studiu-la-Topoloveni-Romania
Study Visit in Romania, June14, 2014	Chisinau	http://www.calm.md/print.php?l=ro&idc=34&id=1283
Mayors in Bucharest, town hall	Bucharest	http://www.primarie6.ro/delegatie-formata-din-21-de-primari-din-republica-moldova-vizita-la-primaria-sectorului-6/
SP focus groups, June 10, 2014	Anenii Noi	https://www.facebook.com/1445012369051991/photos/a.1445029875716907.1073741827.1445012369051991/1513087732244454/?type=1
SP workshop, July 10, 2014	Leova	https://www.facebook.com/PrimariaLeova/posts/560711410707785
Strategic Planning workshops, August 5, 2014	Anenii Noi	https://www.facebook.com/1445012369051991/photos/a.1445029875716907.1073741827.1445012369051991/1545193172367243/?type=1
Strategic Planning workshops, August 6, 2014	Cahul	http://primariacahul.md/index.php/informatii-publice/stiri-si-evenimente/216-procesul-de-elaborare-a-strategiei-de-dezvoltare-socio-economica-a-orasului-cahul
SP workshop, August 13, 2014	Leova	https://www.facebook.com/PrimariaLeova/posts/577425785703014
Asset Management TA, September 9, 2014	Edinet	http://primariaedinet.md/09-2014/seminar-la-tema-sistemul-de-gestionare-a-patrimoniului-public/
MPI, Citizen participation and gender, September 11, 2014	Cimislia	http://cimislia.md/ro/node/742
MPI, Citizen participation and gender, September 11, 2014	Cimislia	https://www.facebook.com/primaria.cimislia/posts/374377959377310
Strategic planning workshops, September 18, 2014	Cimislia	https://www.facebook.com/primaria.cimislia/posts/376538455827927
Strategic planning workshops, September 23, 2014	Anenii Noi	https://www.facebook.com/1445012369051991/photos/a.1445029875716907.1073741827.1445012369051991/1572293566323870/?type=1
Strategic Planning, September 24, 2014	Falesti	http://www.falesti.md/orasul-falesti/procesul-de-planificare-strategica-de-dezvoltare-durabila-integrata-a-localitatii/item/687-sedinta-in-cadrul-procesului-de-planificare-strategică-de-dezvoltare-durabilă-integrată-a-localității
MPI presentation, September 30, 2014	Soroca	http://www.primisoroca.md/stiri--317-0.html
Strategic Planning workshop, September 30, 2014	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/910904075604561
MPI, Citizen participation and gender, September 12, 2014	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/901615506533418
<u>All towns</u>		

Master Class, December 3-4, 2013	Vadul lui Voda	http://www.stiriactuale.ro/basarabia/8742-master-class-cu-primari-romani-si-moldoveni.html
Master Class, December 3-4, 2013	Vadul lui Voda	http://www.comunicate.md/index.php?task=articles&action=view&article_id=7466
Master Class, December 3-4, 2013	Vadul lui Voda	http://www.civic.md/stiri-ong/22834-primarii-din-romania-au-impartasit-din-experienta-lor-legata-de-procesul-de-descentralizare-primarilor-din-republica-moldova.html
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://www.europalibera.org/content/article/25240412.html
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://www.agenda.md/
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://omg.md/Content.aspx?id=114385&lang=1
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://www.interlic.md/2014-01-24/ambasadorul-sua-a-participat-la-cursul-de-instruire-in-domeniul-managementului-proprietii-publice-33173.html
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://www.stiri.md/ro/article/519165/ambasada-sua-apreciaz-rezultatele-nregistrate-de-primarul-de-taraclia-n-managementul-proprietii-publice/
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	http://news.click.md/item/ambasada-sua-apreciaza-rezultatele-inregistrate-de-primarul-de-taraclia-in-manag-9157671
Ambassador at the Asset Management Training, 24 Jan 2014	Chisinau	https://www.facebook.com/primariataraclia/photos/a.266051223545752.1073741827.26603956354.6918/280392518778289/?type=1
Seminars for pilot raions on budgeting and public finance	Raions	http://www.descentralizare.gov.md/libview.php?l=ro&idc=249&id=1166&t=/EVENIMENTE/Nationale/Primari-sefi-de-finante-din-administratiile-locale-si-raionale-din-Basarabeasca-Ocnita-si-Rascani-au-fost-instruiti-in-elaborarea-bugetelor-dupa-noul-sistem-de-finante-locale
Seminars for pilot raions on budgeting and public finance	Raions	http://www.comunicate.md/index.php?task=articles&action=view&article_id=7476
Seminars for pilot raions on budgeting and public finance	Raions	http://www.civic.md/comunicate/22870-primari-sefi-de-finante-din-administratiile-locale-si-raionale-din-basarabeasca-ocnita-si-rascani-au-fost-instruiti-in-elaborarea-bugetelor-dupa-noul-sistem-de-finante-locale.html
CISC event, February 7, 2014	Chisinau	http://www.descentralizare.gov.md/libview.php?l=ro&idc=249&id=1175&t=/EVENIMENTE/Nationale/Proiectul-USAID-contribuie-la-modernizarea-serviciilor-administrative-oferte-de-autoritatilor-publice-locale
CISC event, February 7, 2014	Chisinau	http://www.comunicate.md/index.php?task=articles&action=view&article_id=7593
CISC event, February 7, 2014	Chisinau	http://www.comunicate.md/index.php?task=articles&action=view&article_id=7581

CISC event, February 7, 2014	Chisinau	http://unimedia.info/stiri/Modernizarea-serviciilor-publice-administrative-in-vizorul-USAID-i-a-Cancelariei-de-Stat-71921.html
CISC event, February 7, 2014	Chisinau	http://www.ziare.md/news/modernizarea-serviciilor-publice-administrative-in-vizorul-usaid-i-a-cancelariei-de-stat
CISC event, February 7, 2014	Chisinau	http://news.portal-start.com/post/modernizarea-serviciilor-publice-administrative-/
CISC event, February 7, 2014	Chisinau	http://www.ziarelive.ro/stiri/modernizarea-serviciilor-publice-administrative-in-vizorul-usaid-si-a-cancelariei-de-stat.html
National Water and Sanitation Conference, March 20, 2014	Chisinau	http://mediu.gov.md/index.php/serviciul-de-presa/noutati/1662-ministrul-mediului-gheorghe-salaru-alimentarea-cu-apa-si-sanitatie-a-populatiei-este-un-obiectiv-important-in-angajamentul-sporirii-calitatii-vietii
Public Hearings Citizen Guide on GIZ website		http://serviciilocale.md/libview.php?l=ro&idc=110&id=709&t=/Publicatii/Administratie-publica-locala/Ghidul-cetateanului-participant-la-audierea-publica-foaie-volanta
Visit of Paige Alexander to Taraclia_Aset MG success story, April 30 2014	Taraclia	https://www.youtube.com/watch?v=De0BFNDUSqc&list=UU9DXnRTFgbsfwd38fGtYphA
EU Sustainable Energy Week, June 24, 2014. The LGSP EE Guide cited	Chisinau	http://agora.md/stiri/2032/grafic--ce-oportunitati-are-republica-moldova-in-domeniul-energetic
EE week, June 24, 2014	Chisinau	http://agora.md/stiri/2032/grafic--ce-oportunitati-are-republica-moldova-in-domeniul-energetic
Asset Management Forum, July 31, 2014	Taraclia	http://descentralizare.gov.md/libview.php?l=ro&idc=249&id=1208&t=/EVENIMENTE/Nationale/Pe-31-iulie-2014-va-avea-loc-Forumul-Gestionarii-Patrimoniului-Public-la-Nivelul-Local
Asset Management Forum, July 31, 2014	Cantemir	https://www.facebook.com/permalink.php?story_fbid=674658322615462&id=587718407976121
Asset Management Forum, July 31, 2014	Taraclia	https://www.facebook.com/primariataraclia/posts/346154742202066
Asset Management Forum Video, July 31, 2014	Taraclia	https://www.facebook.com/primariataraclia/posts/346020332215507
Asset Management Forum, July 31, 2014	Leova	https://www.facebook.com/PrimariaLeova/posts/570268526418740
Orhei about the Asset Management Forum	Telenesti	https://www.facebook.com/primariatelenesti/posts/426241397516376
Telenesti about the Asset Management Forum	Telenesti	http://www.primariatelenesti.md/news/?nid=1b0f52773c498f27b41a0b1c216382e0
Orhei about the Asset Management Forum	Orhei	http://orhei.md/index.php?pag=news&id=736&rid=665&l=ro
Presenting the WWTF project in Telenesti during the EMM Summit	Telenesti	https://www.facebook.com/primariatelenesti/posts/426263207514195
Presenting the WWTF project in Telenesti during the EMM Summit	Telenesti	https://www.facebook.com/primariatelenesti/posts/426239030849946
EMM Summit, July 1, 2014	Floresti	http://primariafloresti.md/2014/07/03/primaria-floresti-la-cel-de-al-treilea-summit-de-excelenta-in-management-municipal-2/

EMM Summit, July 1, 2014	Floresti	https://www.facebook.com/PrimariaFloresti/posts/691007067633822
EMM Summit, July 1, 2014	Hincesti	https://www.facebook.com/PrimariaHincesti/posts/655750344512999
EMM Summit, July 1, 2014	Taraclia	https://www.facebook.com/primariataraclia/posts/333733660110841
EMM Summit, July 1, 2014	Singerei	https://www.facebook.com/singerei/posts/426111584197514
EMM Summit, July 1, 2014	Singerei	https://www.facebook.com/media/set/?set=a.426160440859295.1073741868.155904251218250&type=1
EMM Summit, July 1, 2014	Leova	https://www.facebook.com/PrimariaLeova/posts/555721211206805
WWTF presentation during the EMM Summit, July 1, 2014	Telenesti	https://www.youtube.com/watch?v=gjzwaWTnjU8&feature=youtu.be
Social Networks Training, September 12, 2014	Donduseni	https://www.facebook.com/PrimariaDonduseni/photos/a.1475083466041794.1073741828.1470270863189721/1530989370451203/?type=1
Social Networks Training, September 12, 2014	Cantemir	https://www.facebook.com/permalink.php?story_fbid=699104130170881&id=587718407976121
Social Networks Training, September 12, 2014	Straseni	https://www.facebook.com/PrimariaStraseni/posts/279759142233774
Social Networks Training, September 12, 2014	Taraclia	https://www.facebook.com/primariataraclia/posts/369014433249430
Social Networks Training, September 12, 2014	Glodeni	https://www.facebook.com/PrimariaGlodeni/posts/901667323194903
Social Networks Training, September 12, 2014	Leova	https://www.facebook.com/PrimariaLeova/posts/593587044086888
Social Networks Training, September 12, 2014	Basarabeasca	https://www.facebook.com/PrimariaBasarabeasca/posts/275610025969450

Annex I. The strategic planning process for the Cohort 1 &2 towns

Town	Activity	Dates	No. of participants	Results
COHORT 1 Towns				
Orhei	-working group energy efficiency	27.11.2013	16	The Chapter on EE drafted
	-Public hearing	24.12.2013	Around 85	Event organized with the support of BCI
Strășeni	-3 sectorial working group	04.10.2013	45	Inputs to the profile of the strategy
	-1 strategic workshop	11.10.2013	17	Strategic vision and development objectives drafted
	-1 strategic workshop	06.11.2013	19	Action Plan drafted
	-1 strategic workshop	07.11.2013	20	Action Plan finalized
	-1 strategic workshop	25.11.2013	15	Concept notes drafted
	Public Hearings	11.12.2013	103	The draft strategy consulted with the population and approved in the Council
Drochia	-3 sectorial working group	10.10.2013	42	Inputs to the profile of the strategy
	-1 strategic workshop	31.10.2013	17	Strategic vision and development objectives drafted
	-1 strategic workshop	22.11.2013	21	Action Plan finalized
	-Public Hearings	05.12.2013	47	The draft strategy consulted with the population and approved in the Council
Taraclia	-3 sectorial working groups	09.10.2013	40	Inputs to the profile of the strategy
	-2 sectorial working groups -1 strategic workshop	10.10.2013	40	Inputs to the profile of the strategy Strategic vision and development objectives drafted Action Plan drafted

	-1strategic workshop -1 strategic workshop -Public Hearings	23.10.2013 06.11.2013 20.11.2013 12.12.2013	20 21 18 80 on the list (more than 100 participated)	Concept notes drafted The draft strategy consulted with the population and approved in the Council
Sîngerei	-1 sectorial working group - 2 sectorial working groups -1 strategic workshop -1 strategic workshop -Public Hearings	02.10.2013 09.10.2013 29.10.2013 15.11.2013 05.12.2013	17 35 29 20 39	Inputs to the profile of the strategy Inputs to the profile of the strategy Strategic vision and development objectives drafted Action Plan drafted The draft strategy consulted with the population and approved in the Council
Rezina	-3 Sectorial working groups - 1 strategic workshop -1 strategic workshop -Public Hearing	09.10.2013 30.10.2013 20.11.2013 16.12.2013	52 22 20 36	Inputs to the profile of the strategy Strategic vision and development objectives drafted Action Plan drafted The draft strategy consulted with the population and the Strategy approved in the Council
Căușeni	- Presentation of the strategic framework and energy sector			Strategy approved
Comrat	-3 sectorial working groups -1 strategic workshop	14.10.2013 11.11.2013	43 30	Inputs to the profile of the strategy. Profile of the strategy drafted Strategic vision and development objectives drafted Action Plan drafted Concept notes drafted

	-1strategic planning workshop -1 strategic planning workshop -Public Hearing	18.11.2013 26.11.2013 20.12.2013	23 25 63	The draft strategy consulted with the population and the Strategy approved in the Council
Șoldănești	-2 sectorial working groups -1 Strategic workshop -1strategic workshop -1 strategic workshop -1 workshop (concept notes) -Public hearing	12.10.2013 01.11.2013 06.11.2013 07.11.2013 26.11.2013 24.12.2013	39 27 17 17 19 56	Inputs to the profile of the strategy Strategic vision and development objectives drafted Action Plan drafted Action Plan finalized 6 concept notes drafted The draft strategy consulted with the population and the Strategy approved in the Council
Ungheni	-3 Sectorial working groups -1 strategic workshop -1 strategic workshop -Public hearing	10.10.2013 05.11.2013 05.12.2013 21.02.2014	30 13 15 40	Inputs to the profile of the strategy Strategic vision and development objectives drafted Action Plan drafted The draft strategy consulted with the population and the Strategy approved in the Council
Telenești	-working group energy efficiency -Public hearing	06.12.2013 18.12.2013	19 Around 75	The Chapter on EE drafted Event organized with the support of BCI
Ialoveni	-working group energy efficiency	18.10.2013	18	The Chapter on EE drafted
Cohort 2 Towns				
Ocnita	- launching workshop	20 May	-30 (21 women	-5 sectorial working group established, questionnaire for data collection

	-sectorial working groups -focus group on brand - workshop on strategic vision and mission -workshop-development objectives	10-11 June 26 June 20 August 22 August	and 9 men) -45 (26 women and 19 men) -14 (5 women 9 and men) 19 (10 women and 9 men) 19 (11 women and 8 men)	launched - sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -vision and mission drafted - development objectives established
Briceni	- launching workshop -sectorial working groups -focus group on brand -workshop on strategic vision and mission -workshop-development objectives	21 May 2014 12-13 June 2014 27 June 21 August 23 August	-32 (19 women and 13 men) -46 (19 women and 27 men) 15 (8 women and 7 men) 17 (5 women and 12 men) 17 (6 women and 11 men)	-5 sectorial working group established, questionnaire for data collection launched - sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -vision and mission drafted - development objectives established
Edineț	- launching workshop -sectorial working groups -focus group on brand -workshop presentation of the profile -workshop on strategic vision and mission - workshop on development objectives	22 May 2014 17-18 June 18 June 11 July 15 September 16 September	-38 (28 women and 10 men) -43 (26 women and 17 men) -15 (4 women and 11 men) -24 (16 women and 8 men) 21 (17 women and 4 men) 21 (17 women and 4 men)	-5 sectorial working group established, questionnaire for data collection launched - sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -profile of the town drafted -vision and mission formulated -development objectives established

Donduşeni	<ul style="list-style-type: none"> - launching workshop on SP -sectorial working groups -focus group on brand -workshop on strategic vision and mission - workshop on development objectives 	20 May 3-4-10 June 24 June 8 August 9 August	-24 (21 women and 3 men) -61 (44 women and 17 men) -20 (14 women 6 men) 16 (10 women and 6 men) 15 (10 women and 5 men)	-4 sectorial working group established, questionnaire for data collection launched -sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -vision and mission drafted -objectives established
Rişcani	<ul style="list-style-type: none"> -launching workshop on SP -sectorial working groups -focus group on brand -workshop on strategic vision and mission -workshop-development objectives 	20 May 24-25May 25 th of May 4 September 11 September	-20 (17 women and 3 men) -50 (42 women and 8 men) -7 (7women 0 men) -15 (8 women and 7 men) -27 (17 women and 10 men)	-5 sectorial working group established, questionnaire for data collection launched - sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -vision and mission drafted -development objectives established
Glodeni	<ul style="list-style-type: none"> - launching workshop on SP -sectorial working groups -focus group on brand -workshop presentation of the profile - workshop –Action Plan 	15 May 16 May, 10 June, 10 June 30 June 27 September	-31 (18 women and 13 men) -57 (29 women and 28 men) -12 (3 women and 9 men) -20 (15 women and 5 men) 17 (9 women and 8 men)	-5 sectorial working group established, questionnaire for data collection launched - sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -profile of the town drafted -action plan drafted
Falesti	<ul style="list-style-type: none"> - launching workshop on SP 	20 May	-32 (23 women and 9 men)	-7 sectorial working group established, questionnaire for data collection launched

	<ul style="list-style-type: none"> -sectorial working groups -workshop presentation of the profile -focus group brand -workshop –Action Plan 	21 May /16 June -9 th of July -17 July -24 September	-59(33 women and 26 men) -19 (10 women and 9 men) -15 (8 women and 7 men) -17 (10 women and 7 men)	<ul style="list-style-type: none"> - sectorial SWOT analysis conducted in each group -profile of the town drafted -elements of brand identified -action plan drafted
Soroca	<ul style="list-style-type: none"> - launching workshop on SP -sectorial working groups - focus group on brand -workshop presentation of the profile -workshop on strategic vision and mission -workshop-development objectives 	21 May 2, 3, 5 June 8 July 9 July 18 th August 19 th August	-45 (27 women and 18 men) -67 (41 women and 26 men) -11 (8 women and 3me) 10 (3 women and 7 men) 21 (9 women and 12 men) 21 (12 women and 9 men)	<ul style="list-style-type: none"> -7 sectorial working group established, questionnaire for data collection launched - sectorial SWOT analysis conducted in each group -brand of the town identified -profile of the town drafted -the vision and mission of the town formulated -development objectives established
Florești	<ul style="list-style-type: none"> - launching workshop -sectorial working groups -focus group on brand -workshop strategic planning presentation of the profile -workshop formulation of the vision and mission -workshop-development objectives 	21 May 19-20 June 20 June 15 July 5 September 12 September	-32 (17 women and 15 men) -25 (14 women and 11 men) -17 (10 women and 7 men) -15 (11 women and 4 men) -11 (7 women and 4 men) -20 (18 women and 2 men)	<ul style="list-style-type: none"> -4 sectorial working group established, questionnaire for data collection launched - sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -the profile of the town drafted -vision and mission formulated -development objectives formulated
Criuleni	<ul style="list-style-type: none"> - launching workshop 	20 May	-35 (28 women and 7 men)	-5 sectorial working group established, questionnaire for data collection launched

	-sectorial working groups - focus group on brand -workshop presentation of the profile -workshop on strategic vision and mission -workshop-development objectives	03, 04 June 11 June 14 August 15 September 16 September	-52 (32 women and 20 men) -15 (11 women and 4 men) -14 (11 women and 3 men) 17 (13 women and 4 men) 14 (11 women and 3 men)	- sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -profile drafted -vision and mission drafted - development objectives established
Anenii Noi	- launching workshop -sectorial working groups - focus group on brand -workshop presentation of the profile -workshop formulation of the vision and mission -workshop development of objectives - workshop- draft of the action plan	23 May 2, 5 June, 30 June 10 June 30 June 5 August 12 August 23 September	-26 (15 women and 11 men) -54 (28 women and 26 men) -21 (8 women and 13 men) -19 (13 women and 6 men) -15 (9 women and 6 men) -15 (10 women and 5 men) -24 (17 women and 7 men)	-5 sectorial working group established, questionnaire for data collection launched - sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -the profile of the town drafted -vision and mission drafted -objectives established -action plan drafted
Cimişlia	- launching workshop -sectorial working groups -focus group on brand and youth -workshop presentation of the profile -workshop strategic vision and mission -workshop-development objectives	19 May, 17-18 June 18 June 14 August 5 September 19 September	-23 (11 women and 12 men) -55 (16 women and 39 men) -14 (6 women and 8 men) -12 (3 women and 9 men) - 16 (9 women and 7 men)	-5 sectorial working group established, questionnaire for data collection launched - sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -profile drafted -vision and mission formulated -development objectives established

			20 (7 women and 13 men)	
Cahul	<ul style="list-style-type: none"> - launching workshop -sectorial working groups - focus group on brand -workshop presentation of the profile - workshop formulation of the vision and mission -workshop-development objectives 	<ul style="list-style-type: none"> 19 May, 18-19 June 19 June 6 August 11 September 25 September 	<ul style="list-style-type: none"> -35 (27 women and 8 men) -40 (29 women and 11 men) -15 (7 women and 8 men) - 20 (15 women and 5 men) -24 (19 women and 5 men) -34 (25 women and 9 men) 	<ul style="list-style-type: none"> -6 sectorial working group established, questionnaire for data collection launched - sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted -profile drafted -vision and mission drafted -development objectives established
Leova	<ul style="list-style-type: none"> - launching workshop -sectorial working groups - focus group on brand -workshop presentation of the profile -workshop on strategic vision and mission -workshop-development objectives 	<ul style="list-style-type: none"> 22 May, 4, 5, 6 June 6th June 9th of July 13 August 19th August 	<ul style="list-style-type: none"> 22 (9 women and 13 men) -54 (27 women and 27 men) -18 (8 women and 10 men) -20 (11 women and 9 men) 20 (14 women and 6 men) -20 (12 women and 8 men) 	<ul style="list-style-type: none"> -6 sectorial working group established, questionnaire for data collection launched - sectorial SWOT analysis conducted in each group -the guide on FG applied, the chapter on brand drafted - profile of the town drafted -development objectives established -objectives established

Annex J. PMEP Year 3

	INDICATOR	Detailed description	Unit measure	Baseline	FY2012	FY2013	FY2014	FY2015	FY2016	LOP Target
	Project purpose: To strengthen local governance and municipal service delivery, thereby stimulating local economic growth									
	General									
1	Number of sub-national governments receiving U.S. assistance to increase own source revenues	The total number of first-level local governments receiving LGSP assistance to increase own revenues.	#	0	0	15	25	28	30	30
					12	12	32			
2	2.2.3-5 Number of sub-national governments receiving U.S. assistance that improve performance	“Improved performance” is measured by an increase in quantity, increase in quality (as measured and/or as perceived by end users), and decreased unit cost of provision of service.	#	0	0	4	16	18	20	20
					0	0	20			
USAID 1.3.	1.3. Percentage of local governments receiving U.S. assistance that improved performance	Percent of assisted towns that improve performance in at least one of the four main domains as measured by the Municipal Performance Index: 1) organizational capacity, functioning and provision of administrative services, 2) financial management, 3) lawfulness and transparency, 4) management of public services	%	0	n/a	n/a	n/a	60	90	90
					n/a	n/a	81			
3	Accessibility of minimum-standard, priority local government services	Percent increase in access to minimum-standard priority services in LGSP partner towns. One top priority service will be defined in each integrated service improvement plan and, with LGSP support, the towns will set clearly defined standards to meet.	%	Data from citizen survey: Access to water (I cohort)= 82.7% Access to sewerage=58.6%; Access to waste collection= 81% (Singerei); Access to street lighting=15% (Orhei)	0	+3%	+8%	+10%	+15%	+15%
					0	0	0			
	Objective 1. Municipal Service Delivery improved									
	Expected Result 1.1.: Local capacity to plan for and manage municipal services improved									

4	Number of partner towns where citizen ratings indicate qualitative improvements in a selected service	Based on citizen surveys, the number of towns that see a year-on-year improvement in citizen ratings for a target service (identified during the planning process and incorporated into an integrated service improvement plan).	#	0	0	4	16	18	20	20
					n/a	n/a	n/a			
5	Percent of the population in assisted towns that indicate qualitative improvements in a selected service	The percentage increase of the population that indicates qualitative improvements in services selected for LGSP assistance.	%	0	0	0	0	15	15	15
					n/a	n/a	n/a			
USAID 1.3.1.	Percentage of the population indicating qualitative improvements in the assisted processes and/or systems	Percentage increase of the population that indicates qualitative improvements in services selected for LGSP assistance. Assisted processes could include: municipal utilities, administrative services, or citizen feedback mechanisms. Since LGSP is providing assistance to 33 towns, the indicator will reflect an average number drawn from the percentages for each assisted towns	%	0	n/a	n/a	n/a	15	15	15
					n/a	n/a	n/a			
6	Number of Municipal Strategic Plans updated or created	The number of municipal strategic plans (MSPs) that were updated (for the LGs that already had one) or created (where they did not exist).	#	0	0	10	20	25	30	30
					0	10	12			
7	Number of integrated service-improvement plans completed	The total number of ISIPs completed during the reporting period	#	0	0	10	20	25	30	30
					0	0	11			
USAID 1.3.2.	Number of integrated service-improvement plans completed by local governments	The total number of integrated-service improvement plans (ISIPs) completed	#	0	n/a	n/a	11	25	30	30
					n/a	n/a	11			
	Expected Result 1.2.: New municipal service arrangements established									
8	Number of partner towns using new service	The number of partner towns that use inter-municipal service arrangements.	#	0	0	2	6	8	10	10

	arrangements	facilitated by the LGSP implementation or go for out-sourcing alternatives. This includes both new services and new arrangements. Through inter-municipal assistance LGSP might also assist towns outside its primary 33.			0	0	0			
	Expected Result 1.3.: Ability of municipalities to access regional and donor funds improved									
9	Number of partner towns that leverage own funds for service and infrastructure improvements	Total number of LGSP partner towns, not including Chisinau or Balti, that use own source revenue to co-finance investments to improve services or infrastructure (from GoM, donor, private, or other sources).	#	0	0	4	16	20	22	22
	Expected Result 1.4.: Transparency and accountability of local government planning and decision-making enhanced									
10	Number of citizen-feedback mechanisms institutionalized with LGSP support	The total number of systems and processes institutionalized with LGSP support to engage citizens in local government (such as laws that require public budget hearings, participatory planning processes, or citizen report cards).	#	0	0	10	100	120	140	140
USAID 1.3.1.	Percent of assisted local governments applying improved mechanisms of transparency and accountability towards citizen	Percent of assisted towns that apply systems and processes established with LGSP support to engage citizens in local governance, such as, internal regulations, web-sites, Facebook pages, budget hearings, participatory planning processes, or citizen report cards	%	0	n/a	n/a	30	30	90	90
	Objective 2. Local government revenues increased and financial management practices improved									
	Expected Result 2.1.: Cost and management efficiencies identified and adopted									
11	Number of revenue-generation plans adopted	The total number of revenue-generation plans adopted with LGSP support	#	0	0	5	15	20	30	30
12	Number of asset	The total number of asset management	#	0	0	0	5	15	20	30

	management plans adopted	plans adopted with LGSP support			0	4	10			
	Expected Result 2.2.: Collection rates for local fees and taxes improved									
13	Percent increase in own revenues in LGSP partner towns	The percentage increase in revenues generated from taxes and fees collected by LGSP partner towns (specifically, the first level local public administration).	%	0	0	5%	+10%	12%	15%	15.00%
USAID 1.3.2.	Percent increase in own source revenues of towns receiving U.S. assistance	The percentage increase in revenues generated from local taxes and fees collected by LGSP partner towns. Revenues collected from property tax will be counted against this indicator, too	%	0	n/a	n/a	10	12	12	12
14	Number of municipalities increasing revenues collected from municipal property tax	The total number of assisted towns that have encountered increasing revenues from municipal property tax, as compared to previous reporting period.	#	0	0	4	8	12	15	15
	Expected Result 2.3.: Service fees based on full cost recovery adopted									
15	Number of defined services that encounter improved cost recovery	The total number of defined services in the LGSP partner towns that directly recover more costs (through, for example, tariffs) to cover the cost of producing and delivering a target service to a larger extent (less subsidies from the local budget).	#	0	0	5	20	25	30	30
	Expected Result 2.4.: Budgeting and reporting improved									
16	Number of partner towns meeting the new government	The total number of LGSP partner towns meeting government accounting	#	0	0	5	20	25	30	30

	accounting standards	standards by adopting expected changes to public sector accounting standards.			n/a	n/a	n/a			
17	Number of municipal financial staff trained on new MoF accounting standards	Number of financial staff in the LGSP partner towns that show increased knowledge on accounting standards on the basis of quizzes/ questionnaires responded at the end of each training panel provided by LGSP.	#	0	n/a	n/a	n/a	n/a	n/a	n/a
	Expected Result 2.5.: Citizen's access to information on available financial resources increased									
18	Number of integrated communication plans adopted	The total number of integrated communication plans that were adopted by the LGs.	#	0	0	10	15	25	28	28
	Objective 3. Municipal energy efficiency improved									
	Expected Result 3.1.: Energy efficiency programs and action plans developed and implemented									
19	Percent of partner towns/municipalities that prepare energy efficiency plans	The percentage of LGSP partner towns that prepare and approve energy efficiency plans in line with the Law on Energy Efficiency.	%	0	0%	20%	45%	80%	90%	90%
20	4.4.1-32 Total public and private funds leveraged by LGSP for energy projects	Non-LGSP debt and equity capital, donor grants, financial contributions, and in-kind support which is attributable to LGSP efforts, for energy projects. Examples include direct investment in the project, grants for technical assistance, contributions to a LGSP-managed fund or GDA, and in-kind support by volunteer experts. Dollars leveraged must be attributable to LGSP efforts in that they would not have been leveraged without LGSP involvement.	th USD	0	0	500	2000	4000	6000	6000
21	4.4.1-34 Person hours of training completed in technical energy fields supported with LGSP assistance	This indicator counts training hours that were delivered in full or in part as a result of USG assistance. Only people who complete the entire training course are counted for this indicator.	h	0	0	768	1300	1400	1400	1400
	Expected Result 3.2.: Energy efficiency monitoring and evaluation plans and systems established and utilized									

22	4.4.1-31 Number of beneficiaries with improved energy services due to LGSP assistance	This is the number of people who benefit from improved energy services due to LGSP assistance. Illustrative examples of improved energy service include a new electricity connection, improved cook stove, or access to gas, increased number of hours of electricity service, and reduced outages and voltage fluctuations.	#	0 towns	0	0	2	4	4	4
				0 people	0	0	680	1000	1000	1000
				towns	0	0	2			
				people						
23	4.8-7 Quantity of greenhouse gas emissions, measured in metric tons of CO2 equivalent, reduced or sequestered as a result of LGSP assistance	SOFTWARE NEEDED AT THE LOCAL LEVEL Calculation to start as soon as the software becomes available and functional in the regions	t	0	0	0	0	152.2	300	300
					0	0	0			
24	Number of towns using/applying the EE monitoring tool	Number of towns that start applying the Informational System on Municipal Energy Consumption prepared(adapted to RM) by AEE, as a result of LGSP assistance	#	0	0	10	20	25	30	30
					n/a	n/a	11			
	Expected Result 3.3.: Citizen understanding of energy efficiency and its benefits improved									
25	Number of towns where citizens indicate increased awareness of energy efficiency	The citizen survey envisages a series of questions that are meant to assess the extent to which the citizens are informed or have knowledge with regard to EE issues	#	0	0	n/a	n/a	30	n/a	30
					n/a	n/a	n/a			
26	GNDR-1 Number of laws, policies, or procedures drafted, proposed or	Any law, policy, or procedure designed to promote or strengthen gender equality at the regional, national or local level, which	#	0	1	2	3	4	5	5

	adopted to promote gender equality at the regional, national or local level	was developed or implemented with LGSP assistance. In LGSP terms, it might concern especially Procedures – LGSP assistance for host government agency implementation of procedures for gender-sensitive survey design and data collection.			0	1	3			
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